



Town of
SLAVE LAKE

2024 Operating Budget

Town of Slave Lake

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BUDGET 2024 AMENDMENTS

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 2024 AMENDMENTS

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.

2024 BUDGET HIGHLIGHTS

Revenues

\$120,000 - User Fees and Sales of Goods

The Town foresees a boost in water and sewer revenue as water usage trends upward. Administration is actively pursuing new advertising avenues, which are expected to yield an additional \$48,000 in revenue. Additionally, the upward trend in business licensing indicates a continued increase in revenue for the town.

\$50,000 - Interest

Higher interest rates are anticipated to yield additional interest income.

\$1,180,000 - Government Transfers for Operating

The largest increase here is for provincial grants for the homeless shelter amounting to \$1,080,000. The remaining increase in funding comes from inter-municipal transfers from the MD of Lesser Slave river from the Fire Services and inter-municipal agreements.

The most significant increase pertains to provincial grants allocated for the homeless shelter, totaling \$1,080,000. The remaining funding increase originates from inter-municipal transfers, notably from the MD of Lesser Slave River, covering Fire Services and other inter-municipal agreements.

\$395,277 - Franchise Fees

The franchise fee rates charged through Atco have recently undergone a 4% increase, affecting both electric and gas fees. This adjustment is anticipated to yield an additional \$400,000 annually for the Town. Importantly, these adjustments align the rates charged by similar municipalities across Alberta.

\$685,000 - Other Revenue

ATCO proposed that the Town convert all its remaining street lights from a non-investment rate to an investment rate, offering approximately \$685,000 in investment funding. With all street lights owned by ATCO, the municipality opted to make the transition. Out of the 818 street lights in the Town of Slave Lake, 677 have been successfully switched from a non-investment rate to an invested rate. As a result, the Town will receive \$685,000, which will be deposited into its reserves. However, this transition also brings about an additional annual operating cost increase of \$140,000.

BUDGET 2024 HIGHLIGHTS

Expenses

\$630,000 - Personnel

Personnel increases totaling \$630,000 have been allocated strategically to bolster our commitment as an employer of choice within Slave Lake. Among these, a significant portion of \$435,000 is dedicated to provincially funded positions aimed at the homeless shelter initiative, ensuring we attract qualified talent to serve our community's most vulnerable. Additionally, \$45,000 is set aside for grant-funded interns and administrative roles, fostering professional growth opportunities and attracting emerging talent. Furthermore, \$154,000 is dedicated for wage grid enhancements and benefit adjustments, underscoring our commitment to retaining valued employees by providing competitive compensation packages. These investments not only strengthen our workforce but also reinforce our dedication to fostering a supportive environment where employees thrive, further solidifying our position as a competitive employer in the region.

\$1,050,000 - Contracted and General Services

Contracted and general service increases present both challenges and opportunities for Slave Lake. Notably, the homeless shelter sees an additional \$645,000 in expenses, fully covered by provincial support, reflecting our commitment to providing essential services for vulnerable individuals. However, the rising costs of RCMP contracted services pose a significant challenge, with expenses surging by \$220,000. Despite these challenges, our community remains steadfast in its dedication to meeting the needs of our residents while ensuring the safety and well-being of all. Through prudent financial management and collaboration with provincial partners, we aim to navigate these challenges effectively, maintaining the high standards of service that define our municipality.

In addition to the aforementioned increases, several other notable enhancements are shaping the landscape of Slave Lake. An allocation of \$20,000 for additional Council training reaffirms our commitment to advocacy, empowering our leaders to effectively represent our community's interests. Rising insurance premiums, totaling \$37,000, highlight our ongoing efforts to safeguard our municipality and its assets. Investments of \$15,000 in software upgrades demonstrate our dedication to modernizing our IT infrastructure, ensuring efficiency and reliability. Moreover, an infusion of \$100,000 into contracted services aimed at municipal development, including planning documents, park security, and administrative support, underscores our commitment to progress and community enhancement. These investments collectively propel Slave Lake forward, ensuring sustainability, resilience, and continued growth.

\$516,000 - Materials, supplies and Utilities

The Town of Slave Lake faced the expiration of its power and gas contracts in 2023, leading to updated contract prices that, while under expectations, still marked a significant increase compared to previous agreements due to the heightened cost of power production in Alberta. The collective impact of power and gas increases totals \$411,000, underscoring the challenges posed by rising energy costs. \$140,000 in additional costs stem from the streetlight changeover initiated by Atco Electric. Other notable increases include an extra \$10,000 allocated for the purchase of computer equipment to maintain up-to-date hardware, a \$15,000 rise in fuel and oil costs reflecting increased fuel expenses, and a \$20,000 boost to various material lines to counter rising inflationary pressures. Furthermore, significant increases in water and wastewater operations, driven by a \$60,000 uptick in chemical costs, highlight our commitment to ensuring the delivery of safe and reliable services amidst evolving resource management challenges. In addition, the budget reflects a \$35,000 reduction in gravel expenses, showcasing

BUDGET 2024 HIGHLIGHTS

our proactive approach to managing infrastructure costs while maintaining service standards. These adjustments signify our dedication to navigating economic fluctuations while upholding our commitment to community service and operational excellence.

(\$40,408) - Transfers to Individuals and Organizations (reduction)

Despite the need for budgetary adjustments, the Town has carefully reallocated resources to ensure continued support for individuals and organizations. While there's a reduction of \$40,408 in transfers to individuals and organizations, these adjustments are part of a strategic effort to optimize funding distribution. Notably, while the Library experienced a \$35,000 decrease in funding, this shift encourages efficiency and innovation in library services. Similarly, a \$25,000 reduction in community grants through the FCSS program reflects proactive measures to streamline services while adapting to changing needs post-COVID-19. The \$5,000 reduction in general community grants underscores a focused approach to aligning resources with community priorities. Contributions to the Wildfire Legacy Center increased by \$25,000, it remains a testament to ongoing support for important community initiatives. Through prudent financial management, these adjustments pave the way for enhanced sustainability and strategic investment in programs and services that benefit our residents and organizations alike.

(\$79,000) - Debenture Interest (reduction)

The debenture interest reduction of \$79,000, while not directly translating into savings, underscores our steadfast commitment to debt reduction. By prioritizing higher principal payments, we are actively working towards minimizing our debt burden and ensuring long-term financial stability. This strategic approach not only reflects responsible financial management but also reinforces our dedication to fiscal prudence and sustainable budget practices. As we continue to make progress in paying down our debt, we strengthen our financial foundation, positioning our community for future growth and prosperity.

\$546,000 Net Reserve Transfer increase

Saving for the future remains a priority for the Town, as evidenced by the overall net increase in reserve transfers of \$546,000. This significant uptick underscores our unwavering dedication to preparing for upcoming projects and initiatives, ensuring sustainable growth and development in the long term. By bolstering our reserves, we fortify our ability to address emerging needs, invest in critical infrastructure, and seize opportunities for community enhancement. This commitment reflects our proactive approach to fiscal stewardship and our enduring focus on building a prosperous future for all residents of Slave Lake.

Atco Street Lights

ATCO proposed that the Town convert all its remaining street lights from a non-investment rate to an investment rate, offering approximately \$685,000 in investment funding. With all street lights owned by ATCO, the municipality opted to make the transition. Out of the 818 street lights in the Town of Slave Lake, 677 have been successfully switched from a non-investment rate to an invested rate. As a result, the Town will receive \$685,000, which will be deposited into its reserves. However, this transition also brings about an additional annual operating cost increase of \$140,000.

BUDGET 2024 HIGHLIGHTS

Slave Lake Homeless Shelter

Great news for the community of Slave Lake! The Town has partnered with the Province of Alberta to manage a crucial initiative: the operation of a homeless shelter right here in Slave Lake. Fully funded by the provincial government, this program addresses a pressing need by offering shelter to vulnerable individuals through an overnight shelter setup. Available 24/7, 365 days a year, it ensures continuous support and assistance. Launched in 2023, the program remains steadfast in 2024, with a total budget of \$1,080,000 earmarked for the year. This initiative underscores our commitment to caring for our community's most vulnerable members while providing a safe and supportive environment for all.



BUDGET SUMMARY

Where the Money Comes From

2024 Major Revenue Sources

Tax Revenue - \$9,868,455

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%.

User Fees & Sales of Goods - \$5,954,029

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.

Interest Earned - \$250,000

Interest earned on investments and bank accounts.

Penalties - \$143,778

Late fees on overdue accounts.

Government Transfers for Operating - \$3,186,812

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 and for the Slave Lake Homeless Shelter. MD of Lesser Slave River payments support Fire and Community Services programs.

Licenses and Permits - \$145,624

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

Fines and Costs - \$395,500

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.

Franchise Fees - \$1,835,875

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 29.50% and Electric is at the rate of 14.40%. 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.

Rental Income - \$3,150,910

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.

Other Revenues - \$951,000

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

Where the Money is Spent

Major Expenditure Categories

2024 Major Expenditures

Salaries, Wages and Benefits - \$8,042,573

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

Contracted and General Services - \$7,552,912

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 - \$3,573,950

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 - \$570,159

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.

Bank Charges \$13,000

Includes bank fees and payment processing fees.

Debenture Interest - \$877,530

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

Net Reserve Transfers – \$2,157,754

Reserve transfers are mainly used to fund capital projects.

Internal Recoveries - \$1,370,515

2024 BUDGET SUMMARY

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 -\$2,409,105

This includes the principal portion of debt repayments.

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 Approved 2024 budget as well as the amended 2024.

	Average Residential	Assessment	Total Town Taxes	Monthly Increase	Annual Increase
Actual	Household 2023	\$200,000	\$1,895	\$2	\$21
Approved	Household 2024	\$200,000	\$1,980	\$7	\$85
Amended	Household 2024	\$200,000	\$1,925	\$3	\$30

	Average Residential	Assessment	Total Town Taxes	Monthly Increase	Annual Increase
Actual	Household 2023	\$306,000	\$2,899	\$3	\$32
Approved	Household 2024	\$306,000	\$3,029	\$11	\$130
Amended	Household 2024	\$306,000	\$2,945	\$4	\$46

2024 BUDGET SUMMARY

	Average Residential	Assessment	Total Town Taxes	Monthly Increase	Annual Increase
Actual	Household 2023	\$550,000	\$5,210	\$5	\$57
Approved	Household 2024	\$550,000	\$5,445	\$20	\$234
Amended	Household 2024	\$550,000	\$5,293	\$7	\$83

2024 BUDGET SUMMARY

TOWN OF SLAVE LAKE 2024 Operating Budget

Type	2022	2023	2024	2024	2024 vs 2023
	Approved Budget	Approved Budget	Budget	Amendments	\$ Changes
Revenues					
Municipal Taxes	\$9,259,825	\$9,676,058	\$9,868,455	(\$249,685)	\$192,397
User Fees and Sales of Goods	\$6,591,731	\$5,834,017	\$5,954,029	\$61,638	\$120,012
Interest Earned	\$190,000	\$200,000	\$250,000	\$40,000	\$50,000
Penalties	\$143,554	\$143,778	\$143,778	\$0	\$0
Government Transfers for Operating	\$2,040,922	\$2,008,496	\$3,186,812	\$1,211,913	\$1,178,316
Licenses and Permits	\$149,724	\$140,903	\$145,624	\$0	\$4,721
Fines and Costs	\$380,500	\$395,500	\$395,500	\$0	\$0
Franchise Fees	\$1,401,364	\$1,440,598	\$1,835,875	\$345,137	\$395,277
Rental Income	\$3,009,103	\$3,069,601	\$3,150,910	\$12,987	\$81,309
Other Revenue	\$364,000	\$266,000	\$951,000	\$685,000	\$685,000
Total Revenues	\$23,530,723	\$23,174,951	\$25,881,983	\$2,106,990	\$2,707,032
Requisitions					
Requisitions Collected	\$2,830,050	\$2,788,503	\$3,059,888	\$0	\$271,385
Requisitions Expended	\$2,830,050	\$2,788,503	\$3,059,888	\$0	\$271,385
Net Requisitions	\$0	\$0	\$0	\$0	\$0
Total Net Revenues	\$23,530,723	\$23,174,951	\$25,881,983	\$2,106,990	\$2,707,032

2024 BUDGET SUMMARY

Expenses

Salaries, Wages and Benefits	\$7,261,010	\$7,412,825	\$8,042,573	\$520,737	\$629,748
Contracted and General Services	\$6,650,106	\$6,501,346	\$7,552,912	\$1,038,090	\$1,051,565
Materials, Supplies and Utilities	\$2,829,905	\$3,057,700	\$3,573,950	\$94,643	\$516,250
Transfers to Individuals and Organizations	\$568,649	\$610,567	\$570,159	(\$84,699)	(\$40,408)
Bank Charges	\$13,000	\$13,000	\$13,000	\$0	\$0
Debenture Interest	\$1,056,227	\$956,843	\$877,530	\$24,592	(\$79,313)
Other Expenses	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$18,378,897	\$18,552,281	\$20,630,124	\$1,593,363	\$2,077,843

Net Operating Before Transfers and Debt Payments	\$5,151,826	\$4,622,670	\$5,251,859	\$513,627	\$629,189
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Reserve Transfers

Transfers from Reserves	\$1,003,220	\$214,720	\$267,920	\$149,200	\$53,200
Transfers to Reserves	\$3,404,048	\$2,510,991	\$3,110,674	\$684,023	\$599,683
Net Transfers to Reserves	\$2,400,828	\$2,296,271	\$2,842,754	\$534,823	\$546,483

Internal Transfers

Internal Transfers Revenue	\$1,347,752	\$1,362,608	\$1,370,515	(\$23,432)	\$7,907
Internal Transfers Expenditures	\$1,347,752	\$1,362,608	\$1,370,515	(\$23,432)	\$7,907
Net Internal Transfers	\$0	\$0	\$0	\$0	\$0

Gain/Loss on Disposal	\$0	\$0	\$0	\$0	
Principal Debt Repayment	\$2,750,998	\$2,326,398	\$2,409,105	(\$21,197)	\$82,707
Total Operating Before Amortization	\$5,151,826	\$4,622,669	\$5,251,859	\$513,626	\$629,190

Surplus (Deficit)	\$0	\$0	(\$0)	(\$0)	\$0
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Other Items Budgeted, Non-Cash

Amortization	\$5,656,207	\$5,946,207	\$6,196,207	\$6,196,207	\$250,000
Net Income	(\$5,656,207)	(\$5,946,207)	(\$6,196,207)	(\$6,196,207)	(\$250,000)

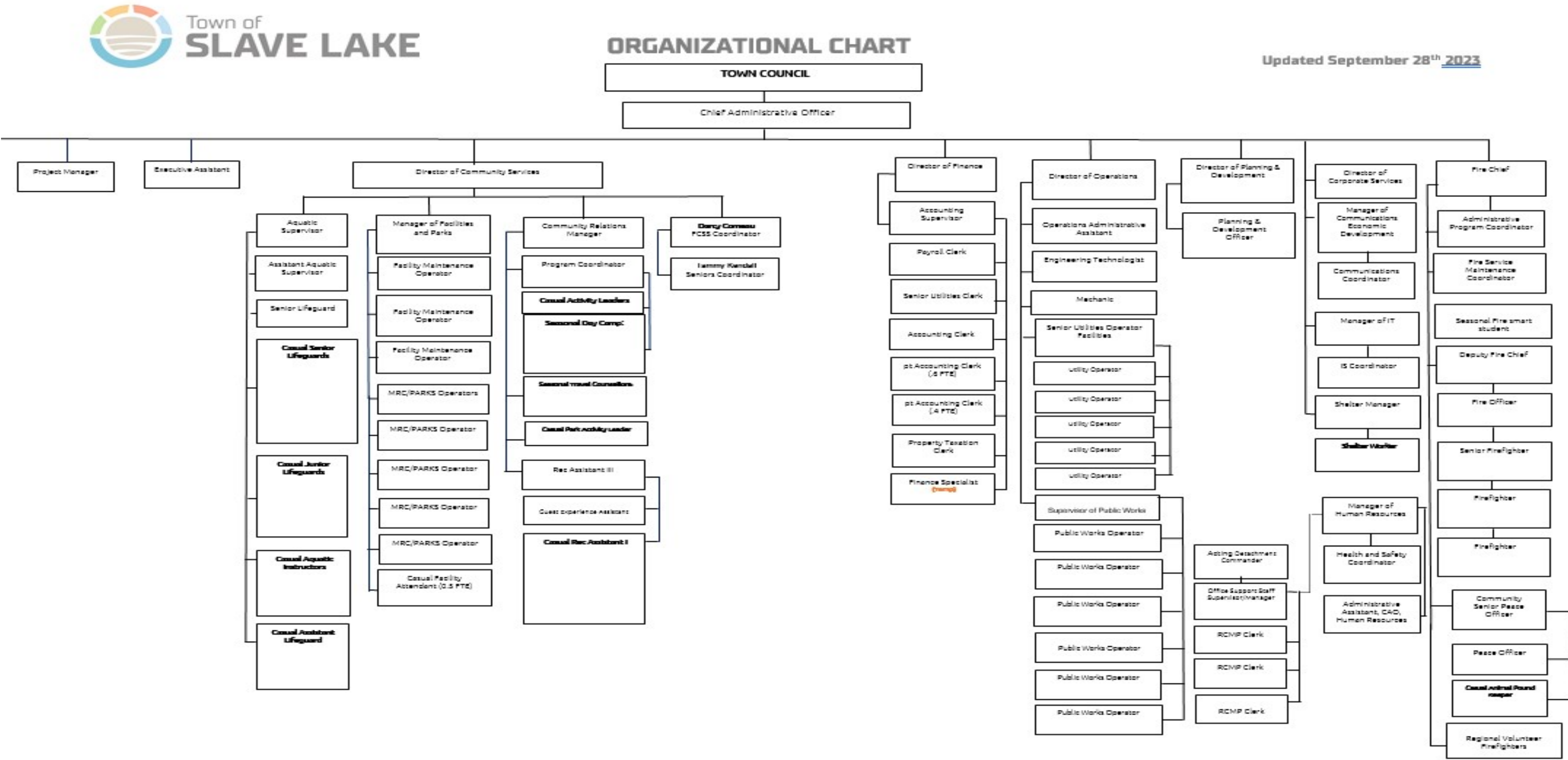
2024 BUDGET SUMMARY

Department	2023	2023	2024	2024	2024 vs 2023
	Actuals	Approved Budget	Budget	Amendments	% Change
Revenue					
Administration	\$320,890	\$591,747	\$651,263	\$41,872	10.1%
Police (RCMP)	\$438,129	\$345,479	\$345,479	\$0	0.0%
Fire Services	\$1,543,747	\$1,274,375	\$1,293,706	\$50,981	1.5%
Bylaw Enforcement	\$137,686	\$442,926	\$440,459	(\$2,671)	-0.6%
Operation Services	\$25,445	\$821,605	\$828,421	(\$884)	0.8%
Water Supply and Distribution	\$2,514,160	\$2,366,866	\$2,405,366	\$38,500	1.6%
Wastewater Treatment and Disposal	\$1,864,875	\$1,815,733	\$1,833,240	\$0	1.0%
Waste Management	\$694,650	\$721,833	\$717,718	(\$4,862)	-0.6%
Planning, Land and Economic Development	\$30,436	\$275,130	\$325,130	\$150,000	18.2%
Commercial Properties	\$2,898,510	\$3,101,853	\$3,188,080	\$21,749	2.8%
Community Services	\$549,694	\$1,249,814	\$2,419,918	\$1,136,182	93.6%
Grants to Other Organizations	\$153,230	\$287,953	\$287,000	\$5,000	-0.3%
Property Taxation	\$9,369,734	\$9,785,998	\$9,978,395	(\$249,685)	2.0%
General Revenue	\$2,330,732	\$1,670,966	\$2,806,243	\$1,046,576	67.9%
Total Revenue	\$22,871,918	\$24,752,278	\$27,520,418	\$2,232,758	11.2%
Expenses					
Council	\$266,860	\$296,200	\$316,250	\$20,000	6.8%
Administration	\$3,227,641	\$3,315,002	\$3,275,052	\$214,579	-1.2%
Police (RCMP)	\$2,401,550	\$2,307,125	\$2,552,083	\$219,680	10.6%

2024 BUDGET SUMMARY

Fire Services	\$2,146,825	\$1,809,438	\$1,895,183	\$27,200	4.7%
Bylaw Enforcement	\$607,174	\$584,133	\$496,755	(\$89,069)	-15.0%
Operation Services	\$2,160,260	\$3,211,827	\$3,645,371	\$20,414	13.5%
Water Supply and Distribution	\$1,254,947	\$2,200,717	\$2,234,157	\$36,723	1.5%
Wastewater Treatment and Disposal	\$975,005	\$1,483,439	\$1,574,585	\$32,400	6.1%
Waste Management	\$462,332	\$721,833	\$717,718	(\$4,862)	-0.6%
Planning, Land and Economic Development	\$450,808	\$640,659	\$690,192	\$78,131	7.7%
Commercial Properties	\$1,287,311	\$1,413,217	\$1,364,687	(\$8,301)	-3.4%
Community Services	\$2,278,870	\$3,412,042	\$4,633,240	\$1,078,259	35.8%
Grants to Other Organizations	\$794,013	\$814,248	\$805,040	(\$56,699)	-1.1%
Property Taxation	\$56,026	\$50,000	\$50,000	\$0	0.0%
General Revenue	\$0	\$166,000	\$861,000	\$685,000	418.7%
Total Expenses	\$18,369,622	\$22,425,879	\$25,111,313	\$2,253,455	12.0%
Net Revenue	\$4,502,296	\$2,326,399	\$2,409,105	(\$20,697)	3.6%
Principal Debt Repayment	\$2,326,398	\$2,326,398	\$2,409,105	(\$21,197)	3.6%
Surplus (Deficit)	\$2,175,898	\$0	(\$0)	\$500	-
Amortization	\$4,459,655	\$5,946,207	\$6,196,207	\$6,196,207	4.2%
Net Income	(\$2,283,757)	(\$5,946,207)	(\$6,196,207)	(\$6,195,707)	4.2%

ORGANIZATIONAL CHART



COUNCIL

Overview

Town of Slave Lake's Council is comprised of 7 elected representatives, including the 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 who is responsible for helping to implement Council's vision.

Town of Slave Lake 2023-2024 Operating Budget Overview

Council	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 Amendments	2024 vs 2022 Budget Change
Expenses						
Salaries, Wages and Benefits	\$244,750	\$223,917	\$244,800	\$244,850	\$0	0%
Contracted and General Services	\$31,400	\$35,861	\$50,800	\$70,800	\$20,000	125%
Materials, Supplies and Utilities	\$20,600	\$7,082	\$600	\$600	\$0	-97%
Total Expenses	\$296,750	\$266,860	\$296,200	\$316,250	\$20,000	7%
Total Net Operating Requirement	\$296,750	\$266,860	\$296,200	\$316,250	\$20,000	7%

Town of Slave Lake 2023-2024 Operating Budget Comparison

Council	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 Amendments	2023 vs 2024
Expenses						
Salaries, Wages and Benefits	\$244,750	\$223,917	\$244,800	\$244,850	\$0	\$50
Contracted and General Services	\$31,400	\$35,861	\$50,800	\$70,800	\$20,000	\$20,000
Materials, Supplies and Utilities	\$20,600	\$7,082	\$600	\$600	\$0	\$0
Total Expenses	\$296,750	\$266,860	\$296,200	\$316,250	\$20,000	\$20,050
Total Net Operating Requirement	\$296,750	\$266,860	\$296,200	\$316,250	\$20,000	\$20,050

COUNCIL - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Expenses				
Salaries	\$100,050	\$100,050	\$100,050	\$0
Hourly Wages	\$56,250	\$56,250	\$56,250	\$0
Benefits	\$15,050	\$15,100	\$15,150	\$50
Standby or Meeting Wages	\$72,400	\$72,400	\$72,400	\$0
Public Member Honorarium	\$1,000	\$1,000	\$1,000	\$0
Employee Events	\$1,000	\$1,000	\$1,000	\$0
Meeting Fees	\$3,300	\$3,300	\$3,300	\$0
Travel & Training	\$11,600	\$30,000	\$50,000	\$20,000
Mobile Device Services	\$500	\$0	\$0	\$0
Hospitality	\$4,500	\$6,000	\$6,000	\$0
Public Relations	\$5,000	\$5,000	\$5,000	\$0
Professional Services	\$5,000	\$5,000	\$5,000	\$0
Memberships	\$500	\$500	\$500	\$0
Computer Devices	\$20,000	\$0	\$0	\$0
Office Supplies	\$600	\$600	\$600	\$0
Grants				
Total Expenses	\$296,750	\$296,200	\$316,250	\$20,050
Net Operating (Deficit)	(\$296,750)	(\$296,200)	(\$316,250)	(\$20,050)

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, Council training, mobile devices, meal allowances, public relations, professional services and memberships.

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

Major Expense Variances (\$5,000+)

Explanation of Changes 2024 vs 2023 - expenditures

\$20,000 increase for travel and training for Council members.

Cost Drivers

Costs are driven by Council compensation.

ADMINISTRATION

Overview

Included within Administration are the following services

General Administration, Chief Administrative Officer, Project Manager, Financial Services and Corporate Services.

Town of Slave Lake 2023-2024 Operating Budget Department Overview

Administration	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 vs 2022 Budget Change
Revenues					
General Administration	\$170,957	\$113,798	\$227,325	\$266,574	56%
Financial Services	\$237,283	\$96,469	\$243,161	\$259,069	9%
Corporate Services	\$6,000	\$0	\$6,000	\$6,000	0%
Project Management	\$114,220	\$110,623	\$114,720	\$119,620	5%
Total Revenues	\$528,460	\$320,890	\$591,206	\$651,263	23%
Expenses					
General Administration	\$807,446	\$1,075,127	\$790,626	\$718,654	-11%
Financial Services	\$793,898	\$744,334	\$834,958	\$880,458	11%
Corporate Services	\$859,527	\$1,064,211	\$1,339,200	\$1,304,430	52%
Chief Administrative Officer	\$245,298	\$233,346	\$235,498	\$251,890	3%
Project Management	\$114,220	\$110,623	\$114,720	\$119,620	5%
Total Expenses	\$2,820,389	\$3,227,641	\$3,315,002	\$3,275,052	16%
Total Net Operating Requirement	\$2,291,929	\$2,906,751	\$2,723,796	\$2,623,789	14%

General Administration, Chief Administrative Officer, Project Management

General Administration

Provides for the overall administration of the organization.

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	Project Manager
Town Management	Project Management
Agendas	Grant Applications
Inquires	Departmental Collaboration
Council Assistance	

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.

Town of Slave Lake 2023-2024 Operating Budget Comparison

Administration / CAO / Project Manager	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
User Fees and Sales of Goods	\$14,500	\$15,499	\$29,000	\$39,000	\$10,000
Government Transfers for Operating	\$0	\$0	\$0	\$20,000	\$20,000
Rental Income	\$0	\$4,468	\$0	\$0	\$0
Transfers from Reserves	\$114,220	\$110,623	\$114,720	\$137,920	\$23,200
Internal Transfers Revenue	\$156,457	\$0	\$148,325	\$139,274	(\$9,051)
Total Revenues	\$285,177	\$130,590	\$292,045	\$336,194	\$44,149
Expenses					
Salaries, Wages and Benefits	\$641,882	\$480,019	\$565,485	\$451,667	(\$113,818)
Contracted and General Services	\$279,210	\$724,735	\$328,510	\$339,510	\$11,000
Materials, Supplies and Utilities	\$23,750	\$21,245	\$34,550	\$42,083	\$7,533
Transfers to Reserves	\$0	\$0	\$0	\$50,000	\$50,000
Internal Transfers Expenditures	\$222,122	\$193,097	\$212,299	\$206,904	(\$5,395)
Total Expenses	\$944,842	\$1,225,999	\$928,545	\$833,260	\$95,285
Total Net Operating Requirement	\$659,665	\$1,095,409	\$636,500	\$497,066	\$51,136

ADMINISTRATION - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Fees For Service	\$8,500	\$9,000	\$9,000	\$0
Advertising Revenue	\$6,000	\$20,000	\$30,000	\$10,000
Other Income	\$0	\$50,000	\$50,000	\$0
Transfer from Reserve		\$0	\$18,300	\$18,300
Provincial Grants		\$0	\$20,000	\$20,000
Internal Cost Recovery	\$156,457	\$148,325	\$139,274	(\$9,051)
Total Revenue	\$170,957	\$227,325	\$266,574	\$39,249
Expenses				
Salaries	\$273,224	\$149,247	\$88,067	(\$61,180)
Overtime	\$6,000	\$6,000	\$3,000	(\$3,000)
Hourly Wages	\$0	\$0	\$0	\$0
Benefits	\$29,950	\$87,130	\$16,200	(\$70,930)
Travel & Training	\$2,500	\$3,500	\$3,500	\$0
Freight & Postage	\$36,000	\$31,000	\$30,000	(\$1,000)
Mobile Device Services	\$1,800	\$1,800	\$1,800	\$0
Telephone & Security Line Services	\$32,500	\$32,500	\$32,500	\$0
Hospitality	\$300	\$800	\$800	\$0
Advertising	\$1,500	\$1,500	\$1,500	\$0
Public Relations	\$2,000	\$2,000	\$2,000	\$0
Professional Services	\$5,000	\$5,000	\$5,000	\$0
Legal Services	\$1,500	\$6,500	\$6,500	\$0
Memberships	\$9,000	\$12,500	\$12,500	\$0
Contracted Services	\$2,500	\$4,000	\$4,000	\$0
Equipment Rental	\$39,800	\$57,800	\$32,800	(\$25,000)
Insurance Claims	\$5,000	\$5,000	\$5,000	\$0
Insurance	\$113,000	\$138,000	\$175,000	\$37,000
Coffee Supplies	\$7,100	\$7,600	\$7,800	\$200
Materials	\$0	\$10,000	\$10,000	\$0
Office Supplies	\$16,450	\$16,450	\$23,783	\$7,333
Transfer to Reserve	\$0	\$0	\$50,000	\$50,000
Depreciation	\$742,107	\$752,107	\$762,107	\$10,000
Own Equipment	\$2,549	\$2,679	\$2,366	(\$313)
Administration - Internal Recovery Govt	\$219,573	\$209,620	\$204,538	(\$5,082)
Total Expenses	\$1,549,553	\$1,542,733	\$1,480,761	(\$61,972)
Net Operating (Deficit)	(\$1,378,596)	(\$1,315,408)	(\$1,214,187)	\$101,221

CAO - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	Proposed 2024 Budget	2024 vs 2023 Change
Expenses				
Salaries	\$187,317	\$177,317	\$189,500	\$12,183
Benefits	\$29,600	\$29,800	\$35,100	\$5,300
CAO Office - Vehicle Allowance	\$6,091	\$6,091	\$5,000	(\$1,091)
Employee Awards	\$10,000	\$10,000	\$10,000	\$0
CAO Office - Gifts	\$1,000	\$1,000	\$1,000	\$0
Travel & Training	\$4,000	\$4,000	\$4,000	\$0
Mobile Device Services	\$540	\$540	\$540	\$0
Telephone & Security Line Services	\$450	\$450	\$450	\$0
Hospitality	\$2,000	\$2,000	\$2,000	\$0
Public Relations	\$300	\$300	\$300	\$0
Professional Services	\$3,000	\$3,000	\$3,000	\$0
Memberships	\$1,000	\$1,000	\$1,000	\$0
Total Expenses	\$245,298	\$235,498	\$251,890	\$16,392
Net Operating (Deficit)	(\$245,298)	(\$235,498)	(\$251,890)	(\$16,392)

PROJECT MANAGER - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Transfer from Reserve	\$114,220	\$114,720	\$119,620	\$4,900
Provincial Grants	\$0			\$0
Total Revenue	\$114,220	\$114,720	\$119,620	\$4,900
Expenses				
Salaries	\$88,000	\$88,000	\$91,500	\$3,500
Overtime	\$4,000	\$4,000	\$4,000	\$0
Benefits	\$17,700	\$17,900	\$19,300	\$1,400
Travel & Training	\$3,280	\$3,280	\$3,280	\$0
Mobile Device Services	\$540	\$540	\$540	\$0
Hospitality	\$250	\$250	\$250	\$0
Memberships	\$250	\$250	\$250	\$0
Materials	\$200	\$500	\$500	\$0
Total Expenses	\$114,220	\$114,720	\$119,620	\$4,900
Net Operating (Deficit)	\$0	\$0	\$0	\$0

Revenues

The main revenue sources for General 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 by administration. This includes human resources and health and safety.

Major Revenue Variances (\$5,000+)

Explanation of Changes 2024 vs 2023 – revenues

\$10,000 increase for digital advertising revenue.

\$20,000 provincial grant funding for municipal intern.

\$23,200 transfer from reserve.

Expenses

General Administration

Personnel costs Includes Executive Assistant, 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.

Major Expenditure Variances (\$5,000+)

Explanation of Changes 2024 vs 2023 – expenditures

Salary and benefits adjustments.

Position reallocations from Administration to Corporate Services.

Added municipal intern under the provincial program.

\$25,000 Equipment Rental – decreased amounts for homeless shelter rental costs.

\$37,000 Insurance - Insurance premium increases.

\$50,000 reserve transfer increase.

CORPORATE SERVICES

Overview

Corporate services oversees the administration of Communications, Economic Development, Human Resources, Health & Safety, Information Technology as well as the Slave Lake Homeless Shelter program.

Town of Slave Lake 2023-2024 Operating Budget Department Overview

Corporate Services	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 vs 2022 Budget Change
Revenues					
Information Technology	\$6,000	\$0	\$6,000	\$6,000	0%
Total Revenues	\$6,000	\$0	\$6,000	\$6,000	0%
Expenses					
Corporate Services	\$0	\$0	\$0	\$307,650	0%
Human Resources	\$382,857	\$316,898	\$485,020	\$299,820	-22%
Health and Safety	\$112,300	\$49,251	\$24,700	\$118,280	5%
Information Technology	\$364,370	\$698,062	\$829,480	\$578,680	59%
Total Expenses	\$859,527	\$1,064,211	\$1,339,200	\$1,304,430	52%
Total Net Operating Requirement	\$853,527	\$1,064,211	\$1,333,200	\$1,298,430	52%

**Town of Slave Lake 2023-2024 Operating Budget
Comparison**

Corporate Services	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
Information Technology	\$6,000	\$0	\$6,000	\$6,000	\$0
Total Revenues	\$6,000	\$0	\$6,000	\$6,000	\$0
Expenses					
Corporate Services	\$0	\$0	\$0	\$307,650	\$307,650
Human Resources	\$382,857	\$316,898	\$485,020	\$299,820	(\$185,200)
Health and Safety	\$112,300	\$49,251	\$24,700	\$118,280	\$93,580
Information Technology	\$364,370	\$698,062	\$829,480	\$578,680	(\$250,800)
Total Expenses	\$859,527	\$1,064,211	\$1,339,200	\$1,304,430	\$34,770
Total Net Operating Requirement	\$853,527	\$1,064,211	\$1,333,200	\$1,298,430	\$34,770

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 Town's 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.

Corporate Services - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Expenses				
Salaries			\$202,400	\$202,400
Overtime			\$3,000	\$3,000
Benefits			\$44,700	\$44,700
Travel & Training			\$6,000	\$6,000
Mobile Device Services			\$500	\$500
Memberships			\$550	\$550
Contracted Services			\$50,000	\$50,000
Office Supplies			\$500	\$500
Total Expenses	\$0	\$0	\$307,650	\$307,650
Net Operating (Deficit)	\$0	\$0	(\$307,650)	(\$307,650)

Expenditures

Personnel – Newly created Corporate Services Director. This position was established after reassigning the Director of Human resources to this position. Reallocated Communications officer position to here as well. Previously communication officer was budgeted under General administration.

Major Expenditure Variances (\$5,000+)

Salaries and Benefits – \$250,100

Reorganizing positions.

Contracted and General Services - \$57,050

Added amounts for training, memberships, mobile device charges and contracted services.

Slave Lake Shelter

Overview

Slave Lake Homeless Shelter Program. This program is being fully funded by the Province of Alberta.

Town of Slave Lake 2023-2024 Operating Budget Overview

Slave Lake Shelter	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
Provincial Grants	\$0		\$0	\$1,080,000	\$1,080,000
Total Revenues	\$0		\$0	\$1,080,000	\$1,080,000
Expenses					
Salaries, Wages and Benefits	\$0		\$0	\$435,360	\$435,360
Contracted and General Services	\$0		\$0	\$630,240	\$630,240
Materials, Supplies and Utilities	\$0		\$0	\$14,400	\$14,400
Total Expenses	\$0		\$0	\$1,080,000	\$1,080,000
Total Net Operating Requirement	\$0		\$0	\$0	\$0

**Note that these amounts can be found under the Community Services line on the Overall Summary page at the beginning of this document.

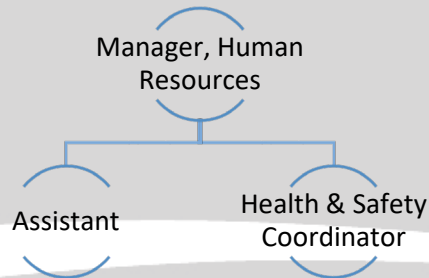
Human Resources

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.

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.

HUMAN RESOURCES | CORPORATE SERVICES

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.

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).

Town of Slave Lake 2023-2024 Operating Budget Overview

Human Resources	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 vs 2022 Budget Change
Expenses					
Salaries, Wages and Benefits	\$235,027	\$228,784	\$399,200	\$214,000	-9%
Contracted and General Services	\$145,830	\$86,595	\$83,820	\$83,820	100%
Materials, Supplies and Utilities	\$2,000	\$1,519	\$2,000	\$2,000	0%
Total Expenses	\$382,857	\$316,898	\$485,020	\$299,820	-22%
Total Net Operating Requirement	\$382,857	\$316,898	\$485,020	\$299,820	-22%

Town of Slave Lake 2023-2024 Operating Budget Comparison

Human Resources	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Expenses					
Salaries, Wages and Benefits	\$235,027	\$228,784	\$399,200	\$214,000	-\$185,200
Contracted and General Services	\$145,830	\$86,595	\$83,820	\$83,820	\$0
Materials, Supplies and Utilities	\$2,000	\$1,519	\$2,000	\$2,000	\$0
Total Expenses	\$382,857	\$316,898	\$485,020	\$299,820	(\$185,200)
Total Net Operating Requirement	\$382,857	\$316,898	\$485,020	\$299,820	\$185,200

HUMAN RESOURCES - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	Proposed 2024 Budget	2024 vs 2023 Change
Expenses				
Salaries	\$179,127	\$313,400	\$159,100	(\$154,300)
Overtime	\$5,000	\$5,000	\$9,200	\$4,200
Benefits	\$35,900	\$65,800	\$35,700	(\$30,100)
Health Spending	\$15,000	\$15,000	\$10,000	(\$5,000)
Employee Awards	\$2,500	\$2,500	\$2,500	\$0
Employee Recruitment	\$81,000	\$51,000	\$51,000	\$0
Travel & Training	\$4,500	\$5,700	\$5,700	\$0
Training	\$34,000	\$14,000	\$14,000	\$0
Mobile Device Services	\$1,080	\$1,620	\$1,620	\$0
Communications	\$750	\$0	\$0	\$0
Professional Services	\$7,000	\$7,000	\$7,000	\$0
Contracted Services	\$15,000	\$0	\$0	\$0
Software	\$0	\$2,000	\$2,000	\$0
Office Supplies	\$2,000	\$2,000	\$2,000	\$0
Total Expenses	\$382,857	\$485,020	\$299,820	(\$185,200)
Net Operating (Deficit)	(\$382,857)	(\$485,020)	(\$299,820)	\$185,200

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.

Major Expenditure Variances (\$5,000+)

Explanation of Changes 2024 vs 2023 – expenditures

Salaries and Benefits – (\$185,200) Decrease

Position reallocations. Previously HR included a Director of Human Resources as well as 2 HR Generalists. Human resources now includes a Manager of HR as well as an assistant position.

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.

Combine the health and safety position within the human resources department.

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.

Town of Slave Lake 2023-2024 Operating Budget Overview

Health and Safety	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 vs 2022 Budget Change
Expenses					
Salaries, Wages and Benefits	\$88,190	\$34,732	\$0	\$92,600	5%
Contracted and General Services	\$23,110	\$14,108	\$23,500	\$24,480	100%
Materials, Supplies and Utilities	\$1,000	\$411	\$1,200	\$1,200	20%
Total Expenses	\$112,300	\$49,251	\$24,700	\$118,280	5%
Total Net Operating Requirement	\$112,300	\$49,251	\$24,700	\$118,280	5%

Town of Slave Lake 2023-2024 Operating Budget Comparison

Health and Safety	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Expenses					
Salaries, Wages and Benefits	\$88,190	\$34,732	\$0	\$92,600	\$92,600
Contracted and General Services	\$23,110	\$14,108	\$23,500	\$24,480	\$980
Materials, Supplies and Utilities	\$1,000	\$411	\$1,200	\$1,200	\$0
Total Expenses	\$112,300	\$49,251	\$24,700	\$118,280	\$93,580
Total Net Operating Requirement	\$112,300	\$49,251	\$24,700	\$118,280	\$93,580

HEALTH AND SAFETY - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Expenses				
Salaries	\$71,390	\$0	\$74,300	\$74,300
Overtime	\$1,200	\$0	\$1,000	\$1,000
Benefits	\$15,600	\$0	\$17,300	\$17,300
Travel & Training	\$1,200	\$0	\$0	\$0
Training	\$11,000	\$11,000	\$11,000	\$0
Mobile Device Services	\$540	\$0	\$480	\$480
Auditing Services	\$4,500	\$0	\$0	\$0
IT Licencing	\$5,870	\$12,500	\$13,000	\$500
Materials	\$1,000	\$1,200	\$1,200	\$0
Total Expenses	\$112,300	\$24,700	\$118,280	\$93,580
Net Operating (Deficit)	(\$112,300)	(\$24,700)	(\$118,280)	(\$93,580)

Expenditures

Personnel – Added back the health and safety coordinator position. Reassigned position from Human Resources.

Contracted and General Services – Includes amounts for corporate wide safety training and software licensing costs.

Materials, Supplies and Utilities - Includes office and safety supplies.

Major Variances (\$5,000) or greater**Explanation of Changes 2024 vs 2023 - expenditures**

Salaries and Benefits – \$92,600

Added back the Health and Safety Coordinator position.

Cost Drivers

Costs are driven by primarily by personnel and software costs.

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 implements, coordinates, purchases and plans for the IT needs of the Town. This department 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.

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.

Town of Slave Lake 2023-2024 Operating Budget Overview

Information Technology	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 vs 2022 Budget Change
Revenues					
User Fees and Sales of Goods	\$6,000	\$0	\$6,000	\$6,000	0%
Total Revenues	\$6,000		\$6,000	\$6,000	0%
Expenses					
Salaries, Wages and Benefits	\$89,990	\$126,818	\$191,200	\$219,500	144%
Contracted and General Services	\$223,880	\$212,472	\$276,780	\$286,680	28%
Materials, Supplies and Utilities	\$50,500	\$58,772	\$61,500	\$72,500	44%
Total Expenses	\$364,370	\$398,062	\$529,480	\$578,680	59%
Total Net Operating Requirement	\$358,370	\$398,062	\$523,480	\$572,680	60%

Town of Slave Lake 2023-2024 Operating Budget Comparison

Information Technology	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
User Fees and Sales of Goods	\$6,000	\$0	\$6,000	\$6,000	\$0
Total Revenues	\$6,000	\$0	\$6,000	\$6,000	\$0
Expenses					
Salaries, Wages and Benefits	\$89,990	\$126,818	\$191,200	\$219,500	\$28,300
Contracted and General Services	\$223,880	\$212,472	\$276,780	\$286,680	\$9,900
Materials, Supplies and Utilities	\$50,500	\$58,772	\$61,500	\$72,500	\$11,000
Total Expenses	\$364,370	\$398,062	\$529,480	\$578,680	\$49,200
Total Net Operating Requirement	\$358,370	\$398,062	\$523,480	\$572,680	\$49,200

Description	Approved 2022 Budget	Approved 2023 Budget	Proposed 2024 Budget	2024 vs 2023 Change
Revenue				
Cost Recovery	\$6,000	\$6,000	\$6,000	\$0
Total Revenue	\$6,000	\$6,000	\$6,000	\$0
Expenses				
Salaries	\$71,390	\$154,800	\$167,700	\$12,900
Overtime	\$3,000	\$3,000	\$15,000	\$12,000
Benefits	\$15,600	\$33,400	\$36,800	\$3,400
Travel & Training	\$2,600	\$2,600	\$12,800	\$10,200
Freight & Postage	\$250	\$350	\$350	\$0
Internet Services	\$23,040	\$23,540	\$23,540	\$0
Mobile Device Services	\$540	\$540	\$1,080	\$540
Contracted Services	\$50,000	\$80,000	\$64,800	(\$15,200)
Software Licencing	\$147,450	\$169,750	\$184,110	\$14,360
Supplies	\$11,000	\$12,000	\$13,000	\$1,000
Computer Equipment	\$30,000	\$40,000	\$50,000	\$10,000
Office Supplies	\$3,500	\$3,500	\$3,500	\$0
Computer Purchase Program	\$6,000	\$6,000	\$6,000	\$0
IT Transfer to Reserve	\$0	\$300,000	\$0	(\$300,000)
Total Expenses	\$364,370	\$829,480	\$578,680	(\$250,800)
Net Operating (Deficit)	(\$358,370)	(\$823,480)	(\$572,680)	\$250,800

Revenues

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

Major Revenue Variances (\$5,000+)

Explanation of Changes 2024 vs 2023 - revenues

Funding levels expected to remain consistent with 2023.

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 \$170,000.

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 is the largest expense.

Major Expenditure Variances (\$5,000+)

Explanation of Changes 2024 vs 2023 - expenditures

\$16,300 increase Personnel wage and benefit adjustments.

\$12,000 increase additional overtime.

\$10,000 increase to further fund hardware replacement.

\$14,360 increase to overall software cost increases.

\$15,000 decrease to contracted services.

\$300,000 decrease in reserve transfers. Plan is to fund the ERP through Future expenditure reserves through budgetary surpluses.

Emerging Issues

Cybersecurity

With the increasing reliance on digital systems, there is a constant evolution of cyber threats, including malware, ransomware, and phishing attacks. Protecting sensitive data and systems from these threats is an ongoing challenge.

Digital Transformation

While digital transformation brings many benefits, it can be challenging to implement effectively across organizations, especially for those with legacy systems and processes.

IT Talent Shortage

There is a shortage of skilled IT professionals in many areas, making it difficult for organizations to find and retain the talent they need.

Remote Work and Security

The shift to remote work has introduced new security challenges, as organizations must secure remote access and devices while maintaining productivity.

Rapid Technological Advancements

Keeping up with the pace of technological change and ensuring that IT infrastructure and strategies remain relevant is a constant challenge for IT professionals and organizations.

Cost Drivers

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

Initiatives

Cybersecurity Enhancements

Regular security assessments and audits.

Continuous monitoring of networks and systems.

Employee cybersecurity training and awareness programs.

Implementing multi-factor authentication (MFA) and strong access controls.

Keeping software and systems up-to-date with patches and updates.

Developing an incident response plan.

Digital Transformation

Assessing current processes and identifying areas for digital improvement.

Implementing modern technology solutions to streamline operations.

Leveraging cloud computing

IT Service Management (ITSM)

Implementing ITSM frameworks like ITIL to improve service delivery.

Creating a service catalog and incident/request management process.

Monitoring and improving service desk performance.

Vendor Management

Managing vendor relationships and contracts effectively.

Conducting regular vendor performance assessments.

Ensuring compliance with service-level agreements (SLAs).

Strategic Plan

ERP (Enterprise Resource Planning) Solution

The Town will invest in a ERP software solution that has the capability to replace some of the individual software the town currently uses into one package as well as add functionality and services. Enterprise resource planning system are the glue that binds together the different computer systems for an organization. Without an ERP application, each department would have its system optimized for its specific tasks. With ERP software, each department still has its system, but all of the systems can be accessed through one application with one interface.

ERP applications also allow 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.

The Town seeks to benefit from enhanced real-time data reporting from a single source system. Accurate and complete reporting can help the Town adequately plan, budget, forecast, and communicate the state of operations to the organization, residents and Council.

Departments are better able to collaborate and share knowledge. Menial and manual tasks are eliminated, allowing employees to allocate their time to more meaningful work.

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.

**Town of Slave Lake 2023-2024 Operating Budget
Overview**

Finance	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 vs 2022 Budget Change
Revenues					
User Fees and Sales of Goods	\$18,500	\$13,230	\$18,500	\$18,500	0%
Penalties	\$1,000	\$111	\$200	\$200	-80%
Licenses and Permits	\$86,824	\$83,128	\$91,353	\$96,074	11%
Internal Transfers Revenue	\$130,959	\$0	\$133,108	\$144,295	10%
Total Revenues	\$237,283	\$96,469	\$243,161	\$259,069	9%
Expenses					
Salaries, Wages and Benefits	\$625,760	\$589,064	\$653,300	\$689,800	10%
Contracted and General Services	\$127,589	\$125,332	\$140,979	\$145,292	14%
Materials, Supplies and Utilities	\$6,000	\$2,561	\$6,000	\$6,000	0%
Bank Charges	\$12,000	\$27,377	\$12,000	\$12,000	0%
Internal Transfers Expenditures	\$22,549	\$0	\$22,679	\$27,366	21%
Total Expenses	\$793,898	\$744,334	\$834,958	\$880,458	11%
Total Net Operating Requirement	\$556,615	\$647,865	\$591,797	\$621,389	12%

**Town of Slave Lake 2023-2024 Operating Budget
Comparison**

Finance	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
User Fees and Sales of Goods	\$18,500	\$13,230	\$18,500	\$18,500	\$0
Penalties	\$1,000	\$111	\$200	\$200	\$0
Licenses and Permits	\$86,824	\$83,128	\$91,353	\$96,074	\$4,721
Internal Transfers Revenue	\$130,959	\$0	\$133,108	\$144,295	\$11,187
Total Revenues	\$237,283	\$96,469	\$243,161	\$259,069	\$15,908
Expenses					
Salaries, Wages and Benefits	\$625,760	\$589,064	\$653,300	\$689,800	\$36,500
Contracted and General Services	\$127,589	\$125,332	\$140,979	\$145,292	\$4,313
Materials, Supplies and Utilities	\$6,000	\$2,561	\$6,000	\$6,000	\$0
Bank Charges	\$12,000	\$27,377	\$12,000	\$12,000	\$0
Internal Transfers Expenditures	\$22,549	\$0	\$22,679	\$27,366	\$4,687
Total Expenses	\$793,898	\$744,334	\$834,958	\$880,458	\$45,500
Total Net Operating Requirement	\$556,615	\$647,865	\$591,797	\$621,389	\$29,592

FINANCE - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	Proposed 2024 Budget	2024 vs 2023 Change
Revenue				
Fees For Service	\$18,500	\$18,500	\$18,500	\$0
Business Licenses	\$86,824	\$91,353	\$96,074	\$4,721
Interest Earned	\$1,000	\$200	\$200	\$0
Internal Cost Recovery	\$130,959	\$133,108	\$144,295	\$11,187
Total Revenue	\$237,283	\$243,161	\$259,069	\$15,908
Expenses				
Salaries	\$440,232	\$462,672	\$487,000	\$24,328
Overtime	\$9,000	\$9,000	\$9,000	\$0
Hourly Wages	\$73,428	\$73,428	\$73,300	(\$128)
Benefits	\$103,100	\$108,200	\$120,500	\$12,300
Employee Events	\$5,000	\$6,000	\$7,000	\$1,000
Travel & Training	\$8,000	\$8,000	\$10,000	\$2,000
Mobile Device Services	\$540	\$540	\$540	\$0

FINANCIAL SERVICES

Hospitality	\$800	\$1,000	\$1,100	\$100
Professional Services	\$500	\$0	\$0	\$0
Legal Services	\$5,000	\$9,000	\$9,000	\$0
Auditing Services	\$36,000	\$37,000	\$37,000	\$0
Taxation Services	\$59,499	\$60,689	\$61,902	\$1,213
Memberships	\$750	\$750	\$750	\$0
Professional Fees	\$1,500	\$2,000	\$2,000	\$0
Contracted Services	\$9,000	\$15,000	\$15,000	\$0
Office Supplies	\$6,000	\$6,000	\$6,000	\$0
Bank Charges	\$10,000	\$10,000	\$10,000	\$0
Credit Card Fees & Late Charge	\$2,000	\$2,000	\$2,000	\$0
Own Equipment	\$2,549	\$2,679	\$2,366	(\$313)
Internal Transfer Expense	\$20,000	\$20,000	\$25,000	\$5,000
Bad Debt Expense	\$1,000	\$1,000	\$1,000	\$0
Total Expenses	\$793,898	\$834,958	\$880,458	\$45,500
Net Operating (Deficit)	(\$556,615)	(\$591,797)	(\$621,389)	(\$29,592)

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.

Major Revenue Variances (\$5,000+)

Explanation of Changes 2024 vs 2023 - revenues

Continued growth in predicted business license growth.

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.

Major Expenditure Variances (\$5,000+)

Explanation of Changes 2024 vs 2023 - expenditures

Salaries and Benefits – \$36,500

Wage grid adjustments along with reallocation of apex pension costs.

Emerging Issues

CEIP Program – Finance has undertaken the CEIP (Clean Energy Improvement program). There is still a significant amount of work left to undertake before program roll out. Along side the ERP this project will take significant resources to undertake.

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.

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.

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

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.

Plans for 2024 to 2026 will include the department’s sole focus outside of regular duties to implementing the ERP (Enterprise Resource Plan) Software package. This package will tie in multiple departments into the financial system as well as provide the Town the ability to modernize its payment system and online capabilities.



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 oil patch, 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 2023-2024 Operating Budget Overview

Police Services (RCMP)	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 vs 2022 Budget Change
Revenues					
User Fees and Sales of Goods	\$13,000	\$27,850	\$27,500	\$27,500	112%
Government Transfers for Operating	\$277,979	\$353,208	\$277,979	\$277,979	0%
Fines and Costs	\$25,000	\$57,071	\$40,000	\$40,000	60%
Total Revenues	\$315,979	\$438,129	\$345,479	\$345,479	9.34%
Expenses					
Salaries, Wages and Benefits	\$192,733	\$149,127	\$197,300	\$220,200	14%
Contracted and General Services	\$2,090,955	\$2,252,423	\$2,109,825	\$2,331,383	11%
Materials, Supplies and Utilities	\$0	\$0	\$500	\$500	0%
Total Expenses	\$2,283,688	\$2,401,550	\$2,307,125	\$2,552,083	12%
Total Net Operating Requirement	\$1,967,709	\$1,963,421	\$1,961,646	\$2,206,604	12%

Town of Slave Lake 2023-2024 Operating Budget Comparison

Police Services (RCMP)	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
User Fees and Sales of Goods	\$13,000	\$27,850	\$27,500	\$27,500	\$0
Government Transfers for Operating	\$277,979	\$353,208	\$277,979	\$277,979	\$0
Fines and Costs	\$25,000	\$57,071	\$40,000	\$40,000	\$0
Total Revenues	\$315,979	\$438,129	\$345,479	\$345,479	\$0
Expenses					
Salaries, Wages and Benefits	\$192,733	\$149,127	\$197,300	\$220,200	\$22,900
Contracted and General Services	\$2,090,955	\$2,252,423	\$2,109,825	\$2,331,383	\$221,558
Materials, Supplies and Utilities	\$0	\$0	\$500	\$500	\$0
Total Expenses	\$2,283,688	\$2,401,550	\$2,307,125	\$2,552,083	\$244,458
Total Net Operating Requirement	\$1,967,709	\$1,963,421	\$1,961,646	\$2,206,604	\$244,458

POLICE - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Fees For Service	\$13,000	\$27,500	\$27,500	\$0
Fines and Fees	\$25,000	\$40,000	\$40,000	\$0
Provincial Grants	\$100,000	\$100,000	\$100,000	\$0
Provincial Grants	\$177,979	\$177,979	\$177,979	\$0
Total Revenue	\$315,979	\$345,479	\$345,479	\$0
Expenses				
Salaries	\$154,733	\$157,900	\$175,600	\$17,700
Benefits	\$38,000	\$39,400	\$44,600	\$5,200
Travel and Training	\$4,000	\$2,000	\$2,000	\$0
Contract Services	\$2,086,955	\$2,107,825	\$2,329,383	\$221,558
Office Supplies	\$0	\$500	\$500	\$0
Total Expenses	\$2,283,688	\$2,307,625	\$2,552,083	\$244,458
Net Operating (Deficit)	(\$1,967,709)	(\$1,962,146)	(\$2,206,604)	(\$244,458)

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 2023 year.

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

Major Revenue Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 – revenue

Funding levels expected to remain consistent.

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.

Major Expenditure Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - expenditures

\$221,558 additional increase to RCMP costs per RCMP forecasts.

\$22,900 in wage grid adjustments to clerical staff.

Emerging Issues

The RCMP Detachment is nearing its end of useful life. The Town is exploring options and Costs of a new Facility.

Earlier this year Administration attended an outlook session with the RCMP on upcoming future costs. During the session administration was informed of the upcoming capital requirements of the RCMP that will further increase expected costs in the coming years. All officers are being outfitted with new hand guns that require additional training, new equipment is being purchased replacing aging equipment and so forth.

The current budgeted figures are for a compliment of 12 FTE positions while the assigned number of positions for Slave Lake is 13. This represents a risk of under budgeting by \$122,290 should 2024 run a full compliment of 13 positions. To fund this overage should it materialize the Town could use its future expenditure reserve to offset theses costs.

Projected

Based upon forecasts provided by
RCMP

	Forecast 2021 / 2022	Forecast 2022 / 2023	Forecast 2023 / 2024	Forecast 2024 / 2025	Forecast 2025 / 2026
Per Capita Rate (Cost Per Member) 100%	\$169,374	\$192,303	\$218,855	\$232,934	\$239,022
Per Capita Rate (Cost Per Member) 70%	\$118,561	\$134,612	\$153,199	\$163,054	\$167,316
Slave Lake Established Positions	13.00	13.00	13.00	13.00	13.00
Slave Lake Net Member FTE Utilization (Less Special Leave: Medical, Maternity etc..)	13.00	13.00	13.00	12.00	12.00
Estimated Pooled Direct and Indirect Costs for Slave Lake	\$1,541,293	\$1,749,956	\$1,991,587	\$1,956,648	\$2,007,792
Additional Costs (Non Pooled Costs) Billed by Location	\$315,000	\$289,000	\$370,000	\$362,000	\$371,000
Total Adjustments		\$35,000			
Total Slave Lake Estimated Costs	\$1,856,293	\$2,073,956	\$2,361,587	\$2,318,648	\$2,378,792
Per Quarter Cost	\$464,073 <i>e</i>	\$518,489 <i>f</i>	\$590,397 <i>g</i>	\$579,662 <i>h</i>	\$594,698 <i>i</i>
	2021	2022	2023	2024	2025
Total Budget	\$1,852,865	\$2,019,540	\$2,289,679	\$2,329,383	\$2,363,756
3 Quarters of each year plus 1 Quarter of Previous Year		<i>e + (f*3)</i>	<i>f + (g*3)</i>	<i>g + (h*3)</i>	<i>h + (i*3)</i>

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 2023-2024 Operating Budget Department Overview

Fire Services	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 vs 2022 Budget Change
Revenues					
Fire Services	\$861,679	\$1,543,747	\$939,575	\$970,206	13%
Search and Rescue	\$0	\$0	\$0	\$0	0%
Dangerous Goods	\$7,500	\$0	\$7,500	\$7,500	0%
Fire Smart	\$375,000	\$0	\$327,300	\$316,000	-16%
Total Revenue	\$1,244,179	\$1,543,747	\$1,274,375	\$1,293,706	4%
Expenses					
Fire Services	\$1,291,329	\$1,737,944	\$1,372,238	\$1,442,083	12%
Search and Rescue	\$9,400	\$4,694	\$9,400	\$9,400	0%
Dangerous Goods	\$21,500	\$44,231	\$21,500	\$21,500	0%
Disaster Services	\$4,000	\$6,014	\$4,000	\$4,000	0%
Fire Smart	\$400,000	\$353,942	\$402,300	\$418,200	5%
Total Expenses	\$1,726,229	\$2,146,825	\$1,809,438	\$1,895,183	10%
Total Net Operating Requirement	\$482,050	\$603,078	\$535,063	\$601,477	25%

Programs and Services Provided

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

**Town of Slave Lake 2023-2024 Operating Budget
Comparison**

Fire Services / Search and Rescue / Dangerous Goods / Disaster Services	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
User Fees and Sales of Goods	\$172,500	\$226,973	\$257,500	\$277,500	\$20,000
Government Transfers for Operating	\$666,679	\$431,981	\$659,575	\$700,206	\$40,631
Rental Income	\$30,000	\$0	\$30,000	\$0	(\$30,000)
Other Revenue	\$0	\$908,840	\$0	\$0	\$0
Total Revenues	\$869,179		\$947,075	\$977,706	\$30,631
Expenses					
Salaries, Wages and Benefits	\$598,963	\$849,175	\$611,138	\$646,900	\$35,762
Contracted and General Services	\$347,960	\$487,488	\$355,560	\$356,560	\$1,000
Materials, Supplies and Utilities	\$223,925	\$292,846	\$276,425	\$290,925	\$14,500
Debenture Interest	\$5,381	\$3,374	\$4,015	\$2,598	(\$1,417)
Internal Transfers Expenditures	\$0	\$0	\$0	\$0	\$0
Transfers to Reserves	\$150,000	\$160,000	\$160,000	\$180,000	\$20,000
Total Expenses	\$1,326,229	\$1,792,883	\$1,407,138	\$1,476,983	\$69,845
Total Net Operating Requirement	\$457,050	\$1,792,883	\$460,063	\$499,277	\$39,214

FIRE SERVICES - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Fees for Service	\$0	\$35,000	\$35,000	\$0
MVA & Mutual Aid	\$115,000	\$115,000	\$115,000	\$0
Training Program Revenue	\$50,000	\$100,000	\$120,000	\$20,000
Rent Revenue	\$30,000	\$30,000	\$0	(\$30,000)
Other Revenue	\$0	\$0	\$0	\$0
MD Cost Sharing Agreement	\$666,679	\$659,575	\$700,206	\$40,631
Total Revenue	\$861,679	\$939,575	\$970,206	\$30,631
Expenses				
Salaries	\$339,434	\$339,434	\$367,100	\$27,666
Overtime	\$60,000	\$60,000	\$60,000	\$0
Hourly Wages	\$30,104	\$30,104	\$30,000	(\$104)
Benefits	\$72,425	\$76,600	\$84,800	\$8,200
Standby or Meeting Wages	\$25,000	\$30,000	\$30,000	\$0
Fire Brigade	\$72,000	\$75,000	\$75,000	\$0
Employee Awards	\$5,000	\$5,000	\$5,000	\$0
Volunteer Appreciation	\$10,000	\$10,000	\$10,000	\$0
Travel & Training	\$38,000	\$40,000	\$40,000	\$0
Freight & Postage	\$3,500	\$6,000	\$6,000	\$0
Internet Services	\$7,800	\$7,800	\$7,800	\$0
Mobile Device Services	\$5,640	\$5,640	\$5,640	\$0
Telephone & Security Line Services	\$5,400	\$5,400	\$5,400	\$0
Radios	\$35,000	\$35,000	\$35,000	\$0
Hospitality	\$10,000	\$10,000	\$10,000	\$0
Medical Services	\$4,250	\$4,350	\$4,350	\$0
Memberships	\$4,000	\$4,000	\$4,000	\$0
Equipment Repairs & Maintenance	\$70,000	\$70,000	\$70,000	\$0
Building Repairs & Maintenance	\$20,000	\$25,000	\$25,000	\$0
Contracted Services	\$10,000	\$10,000	\$10,000	\$0
Dispatch Services	\$22,500	\$23,500	\$24,500	\$1,000
Equipment Rental	\$5,060	\$5,060	\$5,060	\$0
Training Programs	\$40,000	\$40,000	\$40,000	\$0
IT - Licensing	\$9,150	\$6,150	\$6,150	\$0
Insurance	\$29,710	\$29,710	\$29,710	\$0
Town Own Utilities	\$7,175	\$7,175	\$7,175	\$0

Clothing, Uniforms, Footwear	\$25,000	\$65,000	\$65,000	\$0
Janitorial Supplies	\$2,800	\$2,800	\$2,800	\$0
Training Supplies	\$4,000	\$5,000	\$5,000	\$0
Office Equipment	\$4,000	\$4,000	\$4,000	\$0
Materials	\$52,500	\$52,500	\$52,500	\$0
Fuel, Oil Other	\$35,000	\$45,000	\$55,000	\$10,000
Power	\$39,000	\$39,000	\$43,500	\$4,500
Gas	\$18,000	\$19,000	\$19,000	\$0
Equipment	\$10,000	\$10,000	\$10,000	\$0
Office Supplies	\$4,500	\$5,000	\$5,000	\$0
Transfer to Reserve	\$150,000	\$160,000	\$180,000	\$20,000
Debenture Interest	\$5,381	\$4,015	\$2,598	(\$1,417)
Depreciation	\$292,527	\$302,527	\$322,527	\$20,000
Total Expenses	\$1,583,856	\$1,674,765	\$1,764,610	\$89,845
Net Operating (Deficit)	(\$722,177)	(\$735,190)	(\$794,404)	(\$59,214)

SEARCH AND RESCUE - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Provincial Grants	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0
Expenses				
Travel & Training	\$4,250	\$4,250	\$4,250	\$0
Training	\$0	\$0	\$0	\$0
Memberships	\$200	\$200	\$200	\$0
Equipment Repairs & Maintenance	\$2,000	\$2,000	\$2,000	\$0
Materials	\$500	\$500	\$500	\$0
Fuel, Oil Other	\$2,200	\$2,200	\$2,200	\$0
Office Supplies	\$250	\$250	\$250	\$0
Total Expenses	\$9,400	\$9,400	\$9,400	\$0
Net Operating (Deficit)	(\$9,400)	(\$9,400)	(\$9,400)	\$0

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
MVA & Mutual Aid	\$7,500	\$7,500	\$7,500	\$0
Total Revenue	\$7,500	\$7,500	\$7,500	\$0
Expenses				
Travel & Training	\$4,000	\$4,000	\$4,000	\$0
Training	\$0	\$0	\$0	\$0
Equipment Repairs & Maintenance	\$2,500	\$2,500	\$2,500	\$0
Clothing, Uniforms, Footwear	\$5,000	\$5,000	\$5,000	\$0
Materials	\$10,000	\$10,000	\$10,000	\$0
Total Expenses	\$21,500	\$21,500	\$21,500	\$0
Net Operating (Deficit)	(\$14,000)	(\$14,000)	(\$14,000)	\$0

DISASTER SERVICES - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Provincial Grants	\$0	\$0	\$0	\$0
Total Revenue				
Expenses				
Materials	\$4,000	\$4,000	\$4,000	\$0
Total Expenses	\$4,000	\$4,000	\$4,000	\$0
Net Operating (Deficit)	(\$4,000)	(\$4,000)	(\$4,000)	\$0

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 is from motor vehicle accidents revenues received from the province. Training program revenue 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.

Major Revenue Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 – revenue

Revenue – (\$10,000) Decrease

Adjustments to training and building rental revenue.

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.

Major Expenditure Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 – expenditures

\$35,762 Salary and Benefit adjustments

\$10,000 Fuel and Oil increases.

\$20,000 increase to reserve transfers to meet future capital demands.

Emerging Issues

After the 2011 Wildfire, Personal Protective Equipment (Fire Fighter Jackets, Pants, Helmets and Boots) were purchased in mass quantities using recovery money. This equipment typically has a 10-year expiry date. Operating budgets were not increased to reflect annual purchases of this equipment until 2014. Since then, we

have an annual purchase program set up to replace 2 – 3 sets of gear annually. Cost is approximately \$7500 per set. An increase of \$40,000 for a 2-year period of the Clothing/PPE budget is requested to bring this program back to date and have out membership responding in proper, dated protective equipment.

Radio Communications have been a challenging issue since the introduction of the Alberta First Responder Radio Communication System (AFRCS). The LSRFS continues to use our old Legacy Radio System as well as the AFRCS system in tandem with a bridge System (radios linked to be used together). As is combining new and old technology, it creates its own issues of missed or poor communication. A Capital Budget request of \$125 000 to complete a full change over the AFRCS system is required. This will coincide with a Capital Budget Request from the MD of Lesser Slave River as well, as both municipalities are required to work together on this project.

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.

The Lesser Slave Regional Fire service is currently working with a local college on an in-house Emergency Responder Program. Also working with the First Nations Training Group to once again start using our facility as a destination for their training programs in Northern Alberta.

Finalizing a formal Fire Services agreement with the Sawridge First Nation. As well as Collaborating with the Operations department on the possibility of having an in house Heavy Duty Mechanic. As well as working with the MD of Lesser Slave River on the combining of fire apparatus to capital costs, and annual inspection and maintenance costs.

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.

FireSmart

Overview

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.

Town of Slave Lake 2023-2024 Operating Budget Comparison

Fire Smart	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
User Fees and Sales of Goods	\$0	\$0	\$0	\$0	\$0
Government Transfers for Operating	\$375,000	\$0	\$327,300	\$316,000	(\$11,300)
Total Revenues	\$375,000	\$0	\$327,300	\$316,000	(\$11,300)
Expenses					
Salaries, Wages and Benefits	\$381,500	\$324,304	\$384,000	\$400,000	\$16,000
Contracted and General Services	\$11,704	\$14,950	\$11,704	\$11,704	\$0
Materials, Supplies and Utilities	\$6,796	\$14,688	\$6,596	\$6,496	(\$100)
Total Expenses	\$400,000	\$353,942	\$402,300	\$418,200	\$15,900
Total Net Operating Requirement	\$25,000	\$353,942	\$75,000	\$102,200	\$27,200

FIRESMART - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Other Revenue	\$0	\$0	\$0	\$0
Provincial Grants	\$350,000	\$252,300	\$216,000	(\$36,300)
MD Cost Sharing Agreement	\$25,000	\$75,000	\$100,000	\$25,000
Total Revenue	\$375,000	\$327,300	\$316,000	(\$11,300)
Expenses				
Salaries	\$288,800	\$288,800	\$300,500	\$11,700
Overtime	\$30,000	\$30,000	\$30,000	\$0
Benefits	\$62,700	\$65,200	\$69,500	\$4,300

Travel & Training	\$5,000	\$5,000	\$5,000	\$0
Mobile Device Services	\$1,704	\$1,704	\$1,704	\$0
Equipment Repairs & Maintenance	\$5,000	\$5,000	\$5,000	\$0
Clothing, Uniforms, Footwear	\$2,500	\$2,500	\$2,500	\$0
Materials	\$1,500	\$1,500	\$1,500	\$0
Fuel, Oil Other	\$2,796	\$2,596	\$2,496	(\$100)
Depreciation	\$44,589	\$44,589	\$44,589	\$0
Total Expenses	\$444,589	\$446,889	\$462,789	\$15,900
Net Operating (Deficit)	(\$69,589)	(\$119,589)	(\$146,789)	(\$27,200)

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.

Major Revenue Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 – revenue

Continual decrease of remaining grant funding.

Increased Funding from MD of Lesser Slave River.

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.

Major Expenditure Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - expenditures

\$16,000 Salary and Benefit adjustments

\$25,000 Further increases in contributions towards the service.

COMMUNITY ENFORCEMENT

Overview

Enforcement Services 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 dispatched through a call center.

Town of Slave Lake 2023-2024 Operating Budget Comparison

Community Enforcement	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
Government Transfers for Operating	\$86,465	\$1,155	\$86,806	\$84,339	(\$2,467)
Licenses and Permits	\$1,000	\$735	\$620	\$620	\$0
Fines and Costs	\$355,500	\$135,796	\$355,500	\$355,500	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$442,965	\$137,686	\$442,926	\$440,459	(\$2,467)
Expenses					
Salaries, Wages and Benefits	\$202,370	\$227,349	\$203,300	\$118,000	(\$85,300)
Contracted and General Services	\$256,531	\$159,258	\$257,592	\$259,724	\$2,132
Materials, Supplies and Utilities	\$14,453	\$33,511	\$15,411	\$17,453	\$2,042
Transfers to Reserves	\$100,000	\$0	\$100,000	\$100,000	\$0
Internal Transfers Expenditures	\$33,820	\$0	\$7,830	\$1,578	(\$6,252)
Total Expenses	\$607,174	\$420,118	\$584,133	\$496,755	(\$87,378)
Total Net Operating Requirement	\$164,209	\$282,432	\$141,207	\$56,296	\$84,911

PEACE OFFICERS - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
General Permit Revenue	\$15,000	\$15,000	\$15,000	\$0
Fines and Fees	\$40,000	\$40,000	\$40,000	\$0
Photo Radar Fines	\$300,000	\$300,000	\$300,000	\$0
Other Revenue	\$0	\$0	\$0	\$0
Provincial Grants	\$76,277	\$76,277	\$76,277	\$0
Total Revenue	\$431,277	\$431,277	\$431,277	\$0
Expenses				
Salaries	\$134,280	\$134,300	\$75,100	(\$59,200)
Overtime	\$2,000	\$2,000	\$2,200	\$200
Benefits	\$28,150	\$28,700	\$16,100	(\$12,600)
Travel & Training	\$9,500	\$9,500	\$9,500	\$0
Training	\$0	\$0	\$0	\$0
Freight & Postage	\$520	\$520	\$520	\$0
Mobile Device Services	\$1,673	\$1,673	\$1,673	\$0
Hospitality	\$500	\$500	\$500	\$0
Advertising	\$1,500	\$1,500	\$1,500	\$0
Signage	\$500	\$500	\$500	\$0
Legal Services	\$2,000	\$2,000	\$4,000	\$2,000
Memberships	\$700	\$700	\$700	\$0
Equipment Repairs & Maintenance	\$6,000	\$6,000	\$6,000	\$0
Contracted Services	\$227,500	\$228,000	\$228,000	\$0
Clothing, Uniforms, Footwear	\$2,500	\$2,625	\$2,750	\$125
Materials	\$6,180	\$6,500	\$6,750	\$250
Transfer to Reserve	\$100,000	\$100,000	\$100,000	\$0
Depreciation	\$19,700	\$19,700	\$19,700	\$0
Own Equipment	\$25,242	\$3,915	\$789	(\$3,126)
Total Expenses	\$568,445	\$548,633	\$476,282	(\$72,351)
Net Operating (Deficit)	(\$137,168)	(\$117,356)	(\$45,005)	\$72,351

ANIMAL CONTROL - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Animal Licenses	\$1,000	\$620	\$620	\$0
Fines and Fees	\$500	\$500	\$500	\$0
MD Cost Sharing Agreement	\$10,188	\$10,529	\$8,062	(\$2,467)
Total Revenue	\$11,688	\$11,649	\$9,182	(\$2,467)
Expenses				
Salaries	\$23,696	\$23,900	\$13,300	(\$10,600)
Overtime	\$500	\$500	\$400	(\$100)
Hourly Wages	\$8,000	\$8,000	\$8,000	\$0
Benefits	\$5,744	\$5,900	\$2,900	(\$3,000)
Travel & Training	\$500	\$500	\$500	\$0
Mobile Device Services	\$296	\$296	\$296	\$0
Advertising	\$500	\$500	\$500	\$0
Equipment Repairs & Maintenance	\$515	\$540	\$565	\$25
Building Repairs & Maintenance	\$2,060	\$2,163	\$2,270	\$107
Contracted Services	\$2,000	\$2,000	\$2,000	\$0
Insurance	\$267	\$700	\$700	\$0
Supplies	\$773	\$811	\$1,000	\$189
Clothing, Uniforms, Footwear	\$500	\$500	\$500	\$0
Janitorial Supplies	\$500	\$500	\$1,000	\$500
Materials	\$1,500	\$1,575	\$1,653	\$78
Power	\$2,200	\$2,600	\$3,500	\$900
Office Supplies	\$300	\$300	\$300	\$0
Own Equipment	\$8,578	\$3,915	\$789	(\$3,126)
Total Expenses	\$58,429	\$55,200	\$40,173	(\$15,027)
Net Operating (Deficit)	(\$46,741)	(\$43,551)	(\$30,991)	\$12,560

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.

Major Revenue Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 – revenues

No major changes expected.

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.

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.

Major Expenditure Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - expenses

\$85,300 - Reduction of Personnel.

OPERATIONS

Overview

The Operations department consists of two parts, Public Works and Utilities. A total of 16 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 five 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 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 2023-2024 Operating Budget
Department Overview**

Operations	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 vs 2022 Budget Change
Revenues					
Administration	\$2,500	\$0	\$2,500	\$2,500	0%
Fleet Services	\$752,713	\$0	\$782,963	\$789,358	5%
Shop Services	\$15,000	\$0	\$15,000	\$15,000	0%
Street Lights Services	\$80,000	\$0	\$0	\$0	-100%
Engineering Services	\$300	\$0	\$300	\$300	0%
Cemetery Services	\$17,314	\$25,445	\$20,842	\$21,263	23%
Total Revenues	\$867,827	\$25,445	\$821,605	\$828,421	-4.54%
Expenses					
Administration	\$102,997	\$109,260	\$104,687	\$113,312	10%
Fleet Services	\$752,713	\$351,187	\$782,963	\$789,358	5%
Shop Services	\$211,469	\$250,357	\$225,644	\$225,573	7%
Gravel Street Services	\$259,274	\$156,783	\$267,218	\$228,463	-12%
Paved Road Services	\$894,078	\$385,247	\$631,408	\$923,590	3%
Drainage Services	\$125,165	\$70,017	\$127,959	\$127,625	2%
Snow Removal Services	\$447,404	\$269,092	\$463,199	\$449,088	0%
Street Lights Services	\$390,000	\$347,111	\$311,261	\$488,500	25%
Traffic Control Services	\$118,934	\$102,390	\$125,466	\$126,063	6%
Engineering Services	\$106,870	\$96,725	\$110,776	\$110,408	3%
Cemetery Services	\$50,290	\$22,091	\$61,246	\$63,391	26%
Total Expenses	\$3,459,194	\$2,160,260	\$3,211,827	\$3,645,371	5%
Total Net Operating Requirement	\$2,591,367	\$2,134,815	\$2,390,222	\$2,816,950	9%

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.

Town of Slave Lake 2023-2024 Operating Budget Comparison

Operations	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
User Fees and Sales of Goods	\$20,150	\$25,820	\$21,950	\$21,950	\$0
Government Transfers for Operating	(\$36)	\$0	\$1,692	\$2,113	\$421
Other Revenue	\$0	\$0	\$0	\$0	\$0
Transfers from Reserves	\$80,000	\$0	\$0	\$0	\$0
Internal Transfers Revenue	\$767,713	\$0	\$797,963	\$804,358	\$6,395
Total Revenues	\$867,827	\$25,820	\$821,605	\$828,421	\$6,816
Expenses					
Salaries, Wages and Benefits	\$889,618	\$884,549	\$898,995	\$873,500	(\$25,495)
Contracted and General Services	\$566,171	\$472,295	\$502,696	\$488,656	(\$14,040)
Materials, Supplies and Utilities	\$804,311	\$700,916	\$866,840	\$1,034,936	\$168,096
Debenture Interest	\$0	\$0	\$0	\$0	\$0
Transfers to Reserves	\$702,500	\$102,500	\$402,500	\$702,500	\$300,000
Internal Transfers Expenditures	\$496,594	\$0	\$540,796	\$545,779	\$4,983
Total Expenses	\$3,459,194	\$2,160,260	\$3,211,827	\$3,645,371	\$433,544
Total Net Operating Requirement	\$2,591,367	\$2,134,440	\$2,390,222	\$2,816,950	\$426,728

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Fees For Service	\$2,500	\$2,500	\$2,500	\$0
Total Revenue	\$2,500	\$2,500	\$2,500	\$0
Expenses				
Salaries	\$63,560	\$64,900	\$70,900	\$6,000
Overtime	\$2,675	\$2,675	\$2,700	\$25
Benefits	\$13,450	\$13,800	\$16,400	\$2,600
General Services	\$3,250	\$3,250	\$3,250	\$0
Travel & Training	\$2,000	\$2,000	\$2,000	\$0
Training	\$0	\$0	\$0	\$0
Mobile Device Services	\$540	\$540	\$540	\$0
Telephone & Security Line Services	\$6,732	\$6,732	\$6,732	\$0
Radios	\$4,500	\$4,500	\$4,500	\$0
Hospitality	\$200	\$200	\$200	\$0
Advertising				
Legal Services	\$1,000	\$1,000	\$1,000	\$0
Memberships	\$200	\$200	\$200	\$0
Equipment Rental	\$3,200	\$3,200	\$3,200	\$0
Office Supplies	\$1,690	\$1,690	\$1,690	\$0
Depreciation	\$844,292	\$894,292	\$894,292	\$0
Total Expenses	\$947,289	\$998,979	\$1,007,604	\$8,625
Net Operating (Deficit)	(\$944,789)	(\$996,479)	(\$1,005,104)	(\$8,625)

EQUIPMENT - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Charges to Other Departments	\$752,713	\$782,963	\$789,358	\$6,395
Total Revenue	\$752,713	\$782,963	\$789,358	\$6,395
Expenses				
Salaries	\$98,800	\$99,800	\$97,500	(\$2,300)
Overtime	\$5,355	\$5,355	\$5,400	\$45
Benefits	\$19,750	\$19,950	\$21,100	\$1,150
Freight & Postage	\$2,400	\$2,400	\$2,400	\$0
Contracted Repairs & Maintenance	\$50,000	\$50,000	\$50,000	\$0
Contracted Services	\$16,000	\$16,000	\$16,000	\$0
Insurance	\$31,958	\$31,958	\$31,958	\$0
Materials	\$4,000	\$4,000	\$4,000	\$0
Fuel, Oil Other	\$114,450	\$145,000	\$150,000	\$5,000
Parts	\$60,000	\$61,000	\$62,000	\$1,000
Ground Engaging Part	\$30,000	\$31,500	\$33,000	\$1,500
Tires	\$20,000	\$16,000	\$16,000	\$0
Transfer to Reserve	\$300,000	\$300,000	\$300,000	\$0
Total Expenses	\$752,713	\$782,963	\$789,358	\$6,395
Net Operating (Deficit)	\$0	\$0	\$0	\$0

SHOP - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Charges to Other Departments	\$15,000	\$15,000	\$15,000	\$0
Total Revenue	\$15,000	\$15,000	\$15,000	\$0
Expenses				
Salaries	\$58,175	\$58,500	\$55,700	(\$2,800)
Overtime	\$3,540	\$3,540	\$3,200	(\$340)
Benefits	\$12,650	\$13,000	\$13,000	\$0
Travel & Training	\$2,500	\$2,500	\$2,500	\$0
Training	\$0	\$0	\$0	\$0
Freight & Postage	\$8,100	\$11,000	\$12,000	\$1,000
Internet Services	\$0	\$0	\$0	\$0
Mobile Device Services	\$3,060	\$3,060	\$3,060	\$0
Telephone	\$0	\$0	\$0	\$0
Hospitality	\$750	\$750	\$750	\$0
Memberships	\$500	\$500	\$500	\$0
Equipment Repairs & Maintenance	\$9,540	\$9,540	\$9,540	\$0
Contracted Services	\$17,050	\$20,050	\$20,050	\$0
Equipment Rental	\$8,900	\$8,900	\$8,900	\$0
Insurance	\$11,876	\$11,876	\$11,876	\$0
Town Own Utilities	\$5,806	\$5,806	\$5,806	\$0
Clothing, Uniforms, Footwear	\$5,000	\$5,000	\$5,000	\$0
Janitorial Supplies	\$1,250	\$1,250	\$1,250	\$0
Small Tools & Equipment	\$4,370	\$4,370	\$4,370	\$0
Materials	\$9,000	\$13,000	\$13,000	\$0
Fuel, Oil Other	\$2,064	\$2,100	\$2,100	\$0
Power	\$20,000	\$20,100	\$22,500	\$2,400
Gas	\$16,000	\$20,000	\$19,000	(\$1,000)
Office Supplies	\$1,420	\$1,420	\$1,420	\$0
Own Equipment	\$9,918	\$9,382	\$10,051	\$669
Total Expenses	\$211,469	\$225,644	\$225,573	(\$71)
Net Operating (Deficit)	(\$196,469)	(\$210,644)	(\$210,573)	\$71

GRAVEL STREETS - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Expenses				
Salaries	\$58,175	\$58,500	\$55,700	(\$2,800)
Overtime	\$3,540	\$3,540	\$3,200	(\$340)
Benefits	\$12,650	\$13,000	\$13,000	\$0
Dust Control & Water Truck	\$34,000	\$34,000	\$34,000	\$0
Equipment Rental	\$800	\$800	\$800	\$0
Gravel, Sand & Aggregate	\$60,000	\$70,000	\$35,000	(\$35,000)
Own Equipment	\$90,109	\$87,378	\$86,763	(\$615)
Total Expenses	\$259,274	\$267,218	\$228,463	(\$38,755)
Net Operating (Deficit)	(\$259,274)	(\$267,218)	(\$228,463)	\$38,755

PAVED ROADS - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Expenses				
Salaries	\$138,915	\$139,500	\$131,900	(\$7,600)
Overtime	\$8,435	\$8,435	\$7,600	(\$835)
Benefits	\$30,400	\$31,200	\$30,800	(\$400)
Freight & Postage	\$2,100	\$2,100	\$2,100	\$0
Contracted Repairs & Maintenance	\$104,040	\$104,040	\$104,000	(\$40)
Infrastructure Repairs & Maintenance	\$6,000	\$6,000	\$6,000	\$0
Tar Crack Sealant	\$30,000	\$30,000	\$30,000	\$0
Cold Mix	\$14,000	\$14,000	\$14,000	\$0
Transfer to Reserve	\$400,000	\$100,000	\$400,000	\$300,000
Debenture Interest	\$0	\$0	\$0	\$0
Own Equipment	\$160,188	\$196,133	\$197,190	\$1,057
Total Expenses	\$894,078	\$631,408	\$923,590	\$292,182
Net Operating (Deficit)	(\$894,078)	(\$631,408)	(\$923,590)	(\$292,182)

DRAINAGE - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Expenses				
Salaries	\$35,610	\$35,900	\$35,200	(\$700)
Overtime	\$2,185	\$2,185	\$2,100	(\$85)
Benefits	\$7,500	\$7,700	\$8,000	\$300
Equipment Repairs & Maintenance	\$20,000	\$20,000	\$20,000	\$0
Culvert Steaming	\$0	\$0	\$0	\$0
Equipment Rental	\$10,000	\$10,000	\$10,000	\$0
Materials	\$5,000	\$5,000	\$5,000	\$0
Own Equipment	\$44,870	\$47,174	\$47,325	\$151
Total Expenses	\$125,165	\$127,959	\$127,625	(\$334)
Net Operating (Deficit)	(\$125,165)	(\$127,959)	(\$127,625)	\$334

SNOW REMOVAL - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Transfer from Reserve	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0
Expenses				
Salaries	\$153,460	\$153,500	\$139,200	(\$14,300)
Overtime	\$9,245	\$9,245	\$8,000	(\$1,245)
Benefits	\$35,150	\$36,200	\$33,700	(\$2,500)
Contracted Services	\$11,000	\$11,000	\$11,000	\$0
Equipment Rental	\$55,000	\$60,000	\$60,000	\$0
Materials	\$5,000	\$5,000	\$5,000	\$0
Gravel, Sand & Aggregate	\$48,000	\$51,000	\$51,000	\$0
Transfer to Reserve	\$0	\$0	\$0	\$0
Own Equipment	\$130,549	\$137,254	\$141,188	\$3,934
Total Expenses	\$447,404	\$463,199	\$449,088	(\$14,111)
Net Operating (Deficit)	(\$447,404)	(\$463,199)	(\$449,088)	\$14,111

STREET LIGHTS - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Transfer from Reserve	\$80,000	\$0	\$0	\$0
Total Revenue	\$80,000	\$0	\$0	\$0
Expenses				
Equipment Repairs & Maintenance	\$95,000	\$15,000	\$0	(\$15,000)
Power	\$295,000	\$296,261	\$488,500	\$192,239
Total Expenses	\$390,000	\$311,261	\$488,500	\$177,239
Net Operating (Deficit)	(\$310,000)	(\$311,261)	(\$488,500)	(\$177,239)

TRAFFIC CONTROL - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Expenses				
Salaries	\$29,088	\$29,300	\$27,900	(\$1,400)
Overtime	\$1,770	\$1,770	\$1,600	(\$170)
Benefits	\$6,310	\$6,500	\$6,500	\$0
Mobile Device Services	\$2,100	\$2,100	\$2,100	\$0
Equipment Repairs & Maintenance	\$11,000	\$13,000	\$13,000	\$0
Rail Crossing Maintenance	\$10,000	\$10,000	\$10,000	\$0
Materials	\$22,000	\$25,000	\$25,000	\$0
Power	\$16,261	\$16,343	\$16,300	(\$43)
Own Equipment	\$20,405	\$21,453	\$23,663	\$2,210
Total Expenses	\$118,934	\$125,466	\$126,063	\$597
Net Operating (Deficit)	(\$118,934)	(\$125,466)	(\$126,063)	(\$597)

ENGINEERING - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Sale of General Services	\$300	\$300	\$300	\$0
Total Revenue	\$300	\$300	\$300	\$0
Expenses				
Salaries	\$64,930	\$66,300	\$67,600	\$1,300
Overtime	\$800	\$800	\$800	\$0
Benefits	\$13,500	\$13,900	\$14,800	\$900
General Services	\$10,000	\$10,000	\$10,000	\$0
Travel & Training	\$3,300	\$3,300	\$3,300	\$0
Training		\$0	\$0	\$0
Freight & Postage	\$200	\$200	\$200	\$0
IT - Licensing	\$2,195	\$3,820	\$3,820	\$0
Supplies	\$2,000	\$2,000	\$2,000	\$0
Own Equipment	\$9,945	\$10,456	\$7,888	(\$2,568)
Total Expenses	\$106,870	\$110,776	\$110,408	(\$368)
Net Operating (Deficit)	(\$106,570)	(\$110,476)	(\$110,108)	\$368

CEMETERY - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Fees For Service	\$4,800	\$5,500	\$5,500	\$0
Administration Fees	\$500	\$600	\$600	\$0
Sales of Goods	\$12,050	\$13,050	\$13,050	\$0
MD Cost Sharing Agreement	(\$36)	\$1,692	\$2,113	\$421
Total Revenue	\$17,314	\$20,842	\$21,263	\$421
Expenses				
Equipment Repairs & Maintenance	\$5,000	\$7,000	\$7,000	\$0
Insurance	\$180	\$180	\$180	\$0
Materials	\$12,000	\$20,000	\$22,000	\$2,000
Transfer to Reserve	\$2,500	\$2,500	\$2,500	\$0
Depreciation	\$59,105	\$59,105	\$59,105	\$0
Own Equipment	\$18,610	\$19,566	\$19,711	\$145
Charge From Others - Grass Cutting	\$12,000	\$12,000	\$12,000	\$0
Total Expenses	\$109,395	\$120,351	\$122,496	\$2,145
Net Operating (Deficit)	(\$92,081)	(\$99,509)	(\$101,233)	(\$1,724)

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.

Major Revenue Variances (\$5,000) or greater**Explanation of Changes 2024 vs 2023 – revenue**

None.

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.

Major Expenditure Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - expenditures

\$300,000 Reserve transfer for paved roads. In 2023 amount was reallocated to reserve transfer for IT.

\$25,495 overall reduction to personnel costs. This includes the reduction of 1 FTE as well as wage grid and benefits adjustments.

\$15,000 reduction to Streetlight repairs and maintenance. Going forward all costs related to maintenance will be taken over by Atco Electric.

\$5,000 increase for fuel and oil costs due to rising prices.

\$35,000 reduction to the street gravel program.

\$192,239 increase for power costs for street lights. This increase has 2 components. Adjusted rates due to a new power contract through Alberta Municipalities. In 2023 the Town negotiated that the remaining street lights in Town that were on a modified rate to be transferred over to Atco's new rate that would include Atco overseeing the replacement of the existing lights as well as all future repairs and maintenance costs.

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.

Work with ERP software team to determine the processes and capabilities for the ERP to improve operational system improvements.

Strategic Plan

To provide safe, well-maintained streets in a cost-effective manner, for the citizens of Slave Lake.

To maintain a drainage system to help mitigate flooding throughout the town.

To provide Fleet management including procurement, maintenance, and safety of all equipment.

To provide training for all equipment and tools required to complete tasks assigned. 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 2023-2024 Operating Budget Department Overview

Water Services	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 vs 2022 Budget Change
Revenues					
Water Administration	\$2,365,873	\$2,514,160	\$2,366,866	\$2,405,366	2%
Total Revenues	\$2,365,873	\$2,514,160	\$2,366,866	\$2,405,366	2%
Expenses					
Water Administration	\$980,371	\$61,633	\$911,715	\$767,867	-22%
Water Treatment	\$839,946	\$854,868	\$857,153	\$994,565	18%
Water Distribution	\$301,451	\$257,923	\$316,629	\$321,330	7%
Water Pumping	\$108,425	\$80,523	\$115,220	\$150,395	39%
Total Expenses	\$2,230,193	\$1,254,947	\$2,200,717	\$2,234,157	0%
Total Net Operating Revenue	\$135,680	\$1,259,213	\$166,149	\$171,209	26%

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 2023-2024 Operating Budget Comparison

Water Services	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
User Fees and Sales of Goods	\$2,333,228	\$2,472,291	\$2,333,228	\$2,371,728	\$38,500
Penalties	\$32,645	\$41,869	\$33,638	\$33,638	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,365,873		\$2,366,866	\$2,405,366	\$38,500
Expenses					
Salaries, Wages and Benefits	\$435,931	\$501,475	\$439,135	\$458,500	\$19,365
Contracted and General Services	\$250,791	\$166,734	\$256,480	\$282,070	\$25,590
Materials, Supplies and Utilities	\$524,500	\$568,864	\$556,050	\$686,000	\$129,950
Debenture Interest	\$24,600	\$17,874	\$18,380	\$11,917	(\$6,463)
Transfers to Reserves	\$699,741	\$0	\$634,762	\$484,201	(\$150,561)
Internal Transfers Expenditures	\$294,630	\$0	\$295,910	\$311,469	\$15,559
Total Expenses	\$2,230,193	\$1,254,947	\$2,200,717	\$2,234,157	\$33,440
Total Net Operating Revenues	\$135,680	\$1,254,947	\$166,149	\$171,209	\$5,060

WATER ADMINISTRATION - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Fees For Service	\$8,000	\$8,000	\$8,000	\$0
Sales of Goods	\$1,450	\$1,450	\$1,450	\$0
Sale of Water	\$2,263,278	\$2,263,278	\$2,301,778	\$38,500
Sale of Bulk Water	\$60,000	\$60,000	\$60,000	\$0
Connection Fees	\$500	\$500	\$500	\$0
Penalties	\$32,645	\$33,638	\$33,638	\$0
Total Revenue	\$2,365,873	\$2,366,866	\$2,405,366	\$38,500
Expenses				
Salaries	\$40,200	\$41,100	\$44,800	\$3,700
Overtime	\$1,645	\$1,645	\$1,700	\$55
Benefits	\$8,600	\$8,900	\$10,500	\$1,600
Telephone & Security Line Services	\$4,000	\$4,000	\$4,000	\$0
Equipment Rental	\$1,400	\$1,400	\$1,400	\$0
Software Licencing	\$1,200	\$1,200	\$1,200	\$0
Transfer to Reserve	\$699,741	\$634,762	\$484,201	(\$150,561)
Depreciation	\$1,911,226	\$2,011,226	\$2,111,226	\$100,000
Charge From Others - Administration	\$182,854	\$179,048	\$180,406	\$1,358
Charge From Others - Grass Cutting	\$12,750	\$12,750	\$12,750	\$0
Bad Debt Expense	\$27,981	\$26,910	\$26,910	\$0
Total Expenses	\$2,891,597	\$2,922,941	\$2,879,093	(\$43,848)
Net Operating (Deficit)	(\$525,724)	(\$556,075)	(\$473,727)	\$82,348

WATER TREATMENT - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Expenses				
Salaries	\$178,023	\$178,100	\$182,800	\$4,700
Overtime	\$11,480	\$11,480	\$12,200	\$720
Benefits	\$38,200	\$39,200	\$42,000	\$2,800
Travel & Training	\$7,000	\$7,000	\$7,000	\$0
Training	\$0	\$0	\$0	\$0
Freight & Postage				
Internet Services	\$2,050	\$2,050	\$2,050	\$0
Mobile Device Services	\$4,540	\$4,540	\$4,540	\$0
Equipment Repairs & Maintenance	\$50,410	\$50,410	\$70,000	\$19,590
IT - Licencing	\$3,740	\$4,500	\$5,500	\$1,000
Insurance	\$63,150	\$63,150	\$63,150	\$0
Clothing, Uniforms, Footwear	\$2,500	\$2,500	\$2,500	\$0
Materials	\$8,500	\$8,500	\$8,500	\$0
Chemicals	\$241,000	\$241,000	\$300,000	\$59,000
Lab Materials	\$14,000	\$17,000	\$18,000	\$1,000
Power	\$87,000	\$87,400	\$130,000	\$42,600
Gas	\$53,000	\$60,000	\$55,000	(\$5,000)
Machinery Parts	\$35,000	\$38,000	\$42,000	\$4,000
Office Supplies	\$2,000	\$2,000	\$2,000	\$0
Own Equipment	\$38,353	\$40,323	\$47,325	\$7,002
Total Expenses	\$839,946	\$857,153	\$994,565	\$137,412
Net Operating (Deficit)	(\$839,946)	(\$857,153)	(\$994,565)	(\$137,412)

WATER DISTRIBUTION - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Expenses				
Salaries	\$101,623	\$101,800	\$104,500	\$2,700
Overtime	\$6,075	\$6,075	\$6,400	\$325
Benefits	\$21,650	\$22,200	\$23,800	\$1,600
General Services	\$1,000	\$1,000	\$1,000	\$0
Hospitality	\$500	\$500	\$500	\$0
Equipment Repairs & Maintenance	\$43,000	\$47,000	\$51,000	\$4,000
Contracted Services	\$5,000	\$5,000	\$5,000	\$0
Small Tools & Equipment	\$4,000	\$4,000	\$4,000	\$0
Materials	\$26,000	\$34,000	\$36,000	\$2,000
Gravel, Sand & Aggregate	\$11,000	\$15,000	\$15,000	\$0
Water Meters	\$5,000	\$7,000	\$7,000	\$0
Debenture Interest	\$24,600	\$18,380	\$11,917	(\$6,463)
Own Equipment	\$52,003	\$54,674	\$55,213	\$539
Total Expenses	\$301,451	\$316,629	\$321,330	\$4,701
Net Operating (Deficit)	(\$301,451)	(\$316,629)	(\$321,330)	(\$4,701)

WATER PUMPING - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Expenses				
Salaries	\$22,200	\$22,200	\$22,900	\$700
Overtime	\$1,435	\$1,435	\$1,600	\$165
Benefits	\$4,800	\$5,000	\$5,300	\$300
Travel & Training				
Freight & Postage	\$2,000	\$2,000	\$2,000	\$0
Equipment Repairs & Maintenance	\$1,000	\$3,000	\$4,000	\$1,000
Contracted Services	\$13,000	\$13,000	\$13,000	\$0
Insurance	\$19,820	\$19,820	\$19,820	\$0
Materials	\$500	\$1,500	\$2,500	\$1,000
Power	\$30,000	\$30,150	\$55,000	\$24,850
Gas	\$4,000	\$6,000	\$6,500	\$500
Machinery Parts	\$1,000	\$2,000	\$2,000	\$0
Own Equipment	\$8,670	\$9,115	\$15,775	\$6,660
Total Expenses	\$108,425	\$115,220	\$150,395	\$35,175
Net Operating (Deficit)	(\$108,425)	(\$115,220)	(\$150,395)	(\$35,175)

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.

Major Revenue Variances [\$5,000] or greater

\$38,500 increase in revenue due to increase volume of water billed.

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.

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.

Major Expenditure Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - expenditures

Salaries and Benefits - \$19,365

Amendments

Contracted and General Services - \$25,590

Increase to repairs and maintenance

Materials, Supplies and Utilities - \$126,000

\$59,000 increase chemical costs

\$63,000 - Power and gas increase

\$4,000 Materials and Machinery parts

Reserve Transfers - \$150,561 decrease

Cost Drivers

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

Initiatives

Replace 8st waterline.

Replace valve components in streets.

Strategic Plan

To provide safe and appealing drinking water to all consumers in a safe and cost-effective manner. Complete maintenance in a preventative manner to reduce and eliminate unexpected or emergency repairs. Identify and manage any potential problems that could compromise the integrity of the Towns water treatment and distribution system.

Water meter replacement and upgrading to be looked at with regards to financials and methods.

WASTE WATER SERVICES

Overview

Town of Slave Lake 2023-2024 Operating Budget Department Overview

Waste Water Services	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 vs 2022 Budget Change
Revenues					
Waste Water Administration	\$1,798,399	\$1,864,875	\$1,815,733	\$1,833,240	2%
Total Revenue	\$1,798,399	\$1,864,875	\$1,815,733	\$1,833,240	2%
Expenses					
Waste Water Administration	\$358,662	\$3,835	\$367,247	\$333,102	-7%
Waste Water Lines	\$207,851	\$150,612	\$215,749	\$221,413	7%
Waste Water Lift Stations	\$346,282	\$329,291	\$387,968	\$422,463	22%
Waste Water Treatment	\$633,895	\$491,267	\$512,475	\$597,607	-6%
Total Expenses	\$1,546,690	\$975,005	\$1,483,439	\$1,574,585	2%
Total Net Operating Requirement	\$251,709	\$889,870	\$332,294	\$258,655	3%

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.

Town of Slave Lake 2023-2024 Operating Budget Comparison

Waste Water Services	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
User Fees and Sales of Goods	\$1,798,399	\$1,864,875	\$1,815,733	\$1,833,240	\$17,507
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,798,399	\$1,864,875	\$1,815,733	\$1,833,240	\$17,507
Expenses					
Salaries, Wages and Benefits	\$214,853	\$205,841	\$215,930	\$223,800	\$7,870
Contracted and General Services	\$114,991	\$81,607	\$118,991	\$120,991	\$2,000
Materials, Supplies and Utilities	\$353,260	\$250,900	\$281,100	\$376,800	\$95,700
Debenture Interest	\$241,105	\$246,657	\$232,320	\$247,828	\$15,508
Transfers to Reserves	\$447,232	\$190,000	\$457,529	\$422,773	(\$34,756)
Internal Transfers Expenditures	\$175,249	\$0	\$177,569	\$182,393	\$4,824
Total Expenses	\$1,546,690	\$975,005	\$1,483,439	\$1,574,585	\$91,146
Total Net Operating Revenues	\$251,709	\$889,870	\$332,294	\$258,655	\$73,639

WASTEWATER ADMINISTRATION - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Sale of Water	\$1,733,399	\$1,750,733	\$1,768,240	\$17,507
Sale of Bulk Water	\$65,000	\$65,000	\$65,000	\$0
Other Revenue	\$0	\$0	\$0	\$0
Total Revenue	\$1,798,399	\$1,815,733	\$1,833,240	\$17,507
Expenses				
Mobile Device Services	\$1,100	\$1,100	\$1,100	\$0
Software Licencing	\$3,600	\$3,600	\$3,600	\$0
Transfer to Reserve	\$257,232	\$267,529	\$232,773	(\$34,756)
Depreciation	\$770,071	\$870,071	\$970,071	\$100,000
Charge From Others - Administration	\$82,230	\$80,518	\$81,129	\$611
Charge From Others - Grass Cutting	\$14,500	\$14,500	\$14,500	\$0
Total Expenses	\$1,128,733	\$1,237,318	\$1,303,173	\$65,855
Net Operating (Deficit)	\$669,666	\$578,415	\$530,067	(\$48,348)

WASTEWATER LINES - Detail				
Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Expenses				
Salaries	\$101,623	\$101,800	\$104,500	\$2,700
Overtime	\$6,075	\$6,075	\$6,400	\$325
Benefits	\$21,650	\$22,200	\$23,800	\$1,600
Hospitality	\$200	\$200	\$200	\$0
Professional Fees	\$1,000	\$1,000	\$1,000	\$0
Equipment Repairs & Maintenance	\$20,000	\$22,000	\$22,000	\$0
Equipment Rental	\$300	\$300	\$300	\$0
Materials	\$5,000	\$7,500	\$8,000	\$500
Own Equipment	\$52,003	\$54,674	\$55,213	\$539
Total Expenses	\$207,851	\$215,749	\$221,413	\$5,664
Net Operating (Deficit)	(\$207,851)	(\$215,749)	(\$221,413)	(\$5,664)

WASTEWATER LIFT STATIONS - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Expenses				
Salaries	\$44,500	\$44,500	\$45,700	\$1,200
Overtime	\$2,870	\$2,870	\$3,100	\$230
Benefits	\$9,550	\$9,850	\$10,500	\$650
Travel & Training	\$3,000	\$3,000	\$3,000	\$0
Training	\$0	\$0		\$0
Equipment Repairs & Maintenance	\$25,000	\$25,000	\$25,000	\$0
Insurance	\$11,700	\$11,700	\$11,700	\$0
Small Tools & Equipment	\$2,000	\$2,000	\$2,000	\$0
Materials	\$10,000	\$13,000	\$14,000	\$1,000
Power	\$24,000	\$60,000	\$90,000	\$30,000
Gas	\$2,500	\$3,800	\$3,800	\$0
Transfer to Reserve	\$190,000	\$190,000	\$190,000	\$0
Own Equipment	\$21,162	\$22,248	\$23,663	\$1,415
Total Expenses	\$346,282	\$387,968	\$422,463	\$34,495
Net Operating (Deficit)	(\$346,282)	(\$387,968)	(\$422,463)	(\$34,495)

WASTEWATER TREATMENT - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Expenses				
Salaries	\$22,250	\$22,250	\$22,900	\$650
Overtime	\$1,435	\$1,435	\$1,600	\$165
Benefits	\$4,900	\$4,950	\$5,300	\$350
Freight & Postage	\$4,000	\$4,000	\$4,000	\$0
Equipment Repairs & Maintenance	\$23,000	\$25,000	\$27,000	\$2,000
Contracted Services	\$21,500	\$21,500	\$21,500	\$0
Insurance	\$591	\$591	\$591	\$0
Materials	\$2,100	\$4,000	\$4,000	\$0
Chemicals	\$0	\$0	\$6,000	\$6,000
Power	\$300,000	\$175,000	\$233,000	\$58,000
Gas	\$7,660	\$15,800	\$16,000	\$200
Debenture Interest	\$241,105	\$232,320	\$247,828	\$15,508
Own Equipment	\$5,354	\$5,629	\$7,888	\$2,259
Total Expenses	\$633,895	\$512,475	\$597,607	\$85,132
Net Operating (Deficit)	(\$633,895)	(\$512,475)	(\$597,607)	(\$85,132)

Revenue

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

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.

Materials, Supplies and Utilities – includes power and gas, supplies and materials such as gravel, sand and piping, clothing, chemicals and lab materials.

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.

Major Expenditure Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - expenditures

\$7,870 increase in wage grid and benefit adjustments

\$94,000 increase to Power and gas adjustments

\$34,756 decrease to Reserves

Cost Drivers

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

Initiatives

Investigate benefits of upgrading discharge pumps at Sawridge Liftstation. Current ones are aging and seeing decreased output.

Emerging Issues

Wastewater effluent testing being monitored to see if upgrades are needed to reach phosphorous limit.

Strategic Plan

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 1 million 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 1.3 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 2023-2024 Operating Budget Department Overview

Garbage and Recycling Services	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 vs 2022 Budget Change
Revenues					
Garbage Collection	\$102,001	\$96,003	\$102,578	\$102,672	1%
Garbage Disposal	\$416,414	\$398,249	\$417,336	\$414,968	0%
Toxic Round Up	\$3,828	\$4,147	\$3,828	\$3,828	0%
Recycling	\$195,183	\$196,251	\$198,091	\$196,250	1%
Total Revenue	\$717,426	\$694,650	\$721,833	\$717,718	0%
Expenses					
Garbage Collection	\$102,001	\$92,952	\$102,578	\$102,672	1%
Garbage Disposal	\$416,414	\$174,009	\$417,336	\$414,968	0%
Toxic Round Up	\$3,828	\$5,083	\$3,828	\$3,828	0%
Recycling	\$195,183	\$190,288	\$198,091	\$196,250	1%
Total Expenses	\$717,426	\$462,332	\$721,833	\$717,718	0%
Total Net Operating Requirement	\$0	\$232,318	\$0	\$0	0%

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.

Town of Slave Lake 2023-2024 Operating Budget Comparison

Garbage and Recycling Services	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
User Fees and Sales of Goods	\$717,426	\$694,650	\$721,833	\$717,718	(\$4,115)
Total Revenues	\$717,426		\$721,833	\$717,718	(\$4,115)
Expenses					
Salaries, Wages and Benefits	\$46,870	\$50,520	\$46,970	\$42,000	(\$4,970)
Contracted and General Services	\$643,435	\$407,660	\$648,106	\$648,796	\$690
Materials, Supplies and Utilities	\$4,789	\$4,152	\$4,889	\$4,889	\$0
Transfers to Reserves	\$0	\$0	\$0	\$0	\$0
Internal Transfers Expenditures	\$22,332	\$0	\$21,868	\$22,033	\$165
Total Expenses	\$717,426	\$462,332	\$721,833	\$717,718	\$4,115
Total Net Operating Revenues	\$0	\$462,332	\$0	\$0	\$8,230

GARBAGE COLLECTION - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Fees For Service	\$102,001	\$102,578	\$102,672	\$94
Total Revenue	\$102,001	\$102,578	\$102,672	\$94
Expenses				
Contracted Services	\$95,448	\$96,161	\$96,207	\$46
Depreciation	\$7,482	\$7,482	\$7,482	\$0
Charge From Others	\$6,553	\$6,417	\$6,465	\$48
Total Expenses	\$109,483	\$110,060	\$110,154	\$94
Net Operating (Deficit)	(\$7,482)	(\$7,482)	(\$7,482)	\$0

GARBAGE DISPOSAL - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Fees For Service	\$416,414	\$417,336	\$414,968	(\$2,368)
Total Revenue	\$416,414	\$417,336	\$414,968	(\$2,368)
Expenses				
Salaries	\$18,070	\$18,070	\$16,000	(\$2,070)
Overtime	\$1,115	\$1,115	\$1,000	(\$115)
Benefits	\$4,250	\$4,300	\$4,000	(\$300)
Tipping Fees	\$377,200	\$378,400	\$378,400	\$0
Transfer to Reserve	\$0	\$0	\$0	\$0
Charge From Others	\$15,779	\$15,451	\$15,568	\$117
Total Expenses	\$416,414	\$417,336	\$414,968	(\$2,368)
Net Operating (Deficit)	\$0	\$0	\$0	\$0

TOXIC ROUNDUP - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Fees For Service	\$3,828	\$3,828	\$3,828	\$0
Total Revenue	\$3,828	\$3,828	\$3,828	\$0
Expenses				
Contracted Services	\$3,828	\$3,828	\$3,828	\$0
Total Expenses	\$3,828	\$3,828	\$3,828	\$0
Net Operating (Deficit)	\$0	\$0	\$0	\$0

RECYCLING PROGRAM - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Fees For Service	\$0	\$91,217	\$91,261	\$44
Fees For Service	\$88,702	\$106,874	\$104,989	(\$1,885)
Other Revenue	\$106,481	\$0	\$0	\$0
Total Revenue	\$195,183	\$198,091	\$196,250	(\$1,841)
Expenses				
Salaries	\$18,070	\$18,070	\$16,000	(\$2,070)
Overtime	\$1,115	\$1,115	\$1,000	(\$115)
Benefits	\$4,250	\$4,300	\$4,000	(\$300)
Professional Services	\$2,500	\$2,500	\$2,500	\$0
Contracting Services	\$88,702	\$91,217	\$91,261	\$44
Contracted Services	\$75,757	\$76,000	\$76,600	\$600
Composting Services	\$0	\$0	\$0	\$0
Power	\$4,789	\$4,889	\$4,889	\$0
Total Expenses	\$195,183	\$198,091	\$196,250	(\$1,841)
Net Operating (Deficit)	\$0	\$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.

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.

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.

Major Expenditure Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - expenditures

No major changes expected.

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.

Town of Slave Lake 2023-2024 Operating Budget Overview

Commercial Properties	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 vs 2022 Budget Change
Revenues					
Government Center	\$2,951,308	\$2,898,510	\$2,951,853	\$2,988,080	1%
Big Fish Bay	\$100,000	\$0	\$150,000	\$200,000	100%
Total Revenues	\$3,051,308	\$2,898,510	\$3,101,853	\$3,188,080	4%
Expenses					
Government Center	\$1,463,819	\$1,287,311	\$1,413,217	\$1,364,687	-7%
Total Expenses	\$1,463,819	\$1,287,311	\$1,413,217	\$1,364,687	-7%
Total Net Operating Requirements	\$1,587,489	\$1,611,199	\$1,688,636	\$1,823,393	15%

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 2023-2024 Operating Budget Comparison

Government Center	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
Rental Income	\$2,731,735	\$2,705,413	\$2,742,233	\$2,783,542	\$41,309
Internal Transfers Recovery	\$219,573	\$193,097	\$209,620	\$204,538	(\$5,082)
Total Revenue	\$2,951,308	\$2,898,510	\$2,951,853	\$2,988,080	\$36,227
Expenses					
Salaries, Wages and Benefits	\$163,951	\$174,429	\$164,900	\$162,500	(\$2,400)
Contracted and General Services	\$398,813	\$301,673	\$406,463	\$410,813	\$4,350
Materials, Supplies and Utilities	\$197,000	\$202,824	\$216,500	\$248,500	\$32,000
Debenture Interest	\$704,055	\$608,385	\$625,354	\$542,874	(\$82,480)
Total Expenses	\$1,463,819	\$1,287,311	\$1,413,217	\$1,364,687	\$48,530
Total Net Operating Requirements	\$1,487,489	\$1,611,199	\$1,538,636	\$1,623,393	\$12,303

GOVERNMENT CENTER - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Building Rentals	\$2,085,936	\$2,085,936	\$2,085,936	\$0
Cost Recovery	\$645,799	\$656,297	\$697,606	\$41,309
Internal Recovery	\$219,573	\$209,620	\$204,538	(\$5,082)
Total Revenue	\$2,951,308	\$2,951,853	\$2,988,080	\$36,227
Expenses				
Salaries	\$129,501	\$129,500	\$125,900	(\$3,600)
Overtime	\$5,000	\$5,000	\$5,000	\$0
Benefits	\$29,450	\$30,400	\$31,600	\$1,200
Travel & Training	\$3,121	\$3,121	\$3,121	\$0
Training	\$0	\$0	\$0	\$0
Mobile Device Services	\$1,980	\$1,980	\$1,980	\$0
Telephone & Security Line				
Services	\$4,162	\$4,162	\$4,162	\$0
Equipment Repairs & Maintenance	\$47,500	\$47,250	\$50,000	\$2,750
Contracted Services	\$102,000	\$109,900	\$111,500	\$1,600
Janitorial Contracted Services	\$155,000	\$155,000	\$155,000	\$0
100 Provincial Expenses	\$0	\$0	\$0	\$0
Insurance	\$85,050	\$85,050	\$85,050	\$0
Town Own Utilities	\$7,000	\$7,000	\$7,000	\$0
Janitorial Supplies	\$7,000	\$10,500	\$11,000	\$500
Materials	\$20,000	\$21,000	\$22,500	\$1,500
Power	\$135,000	\$135,000	\$168,000	\$33,000
Gas	\$28,000	\$43,000	\$40,000	(\$3,000)
Debenture Interest	\$704,055	\$625,354	\$542,874	(\$82,480)
Total Expenses	\$1,463,819	\$1,413,217	\$1,364,687	(\$48,530)
Net Operating (Deficit)	\$1,487,489	\$1,538,636	\$1,623,393	\$84,757

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.

Major Revenue Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - revenues

Cost recovery increase due to higher expenditures.

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.

Materials, Supplies and Utilities – Includes amounts for water, power and gas utilities, and materials.

Debenture Interest – interest portion of debenture payments

Major Expenditure Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - expenses

\$30,000 Power and Gas adjustments

Cost Drivers

Contracted services and utility costs.

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 2023-2024 Operating Budget Comparison

Big Fish Bay	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
Rental Income	\$100,000	\$0	\$150,000	\$200,000	\$50,000
Total Revenues	\$100,000	\$0	\$150,000	\$200,000	\$50,000
Total Net Operating Revenue	\$100,000	\$0	\$150,000	\$200,000	\$50,000

Major Revenue Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - revenues

\$50,000 increase in expected revenues.

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);
- Legacy Centre; and
- Facilities.

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

Town of Slave Lake 2023-2024 Operating Budget Overview

Community Services	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 vs 2022 Budget Change
Revenues					
Community Services Administration	\$56,948	\$0	\$57,317	\$74,473	31%
FCSS	\$197,628	\$153,166	\$197,628	\$205,847	4%
Community Programming	\$78,161	\$64,265	\$79,382	\$81,824	5%
Multi Recreational Center	\$478,283	\$173,468	\$521,532	\$567,094	19%
Parks and Sports Fields	\$238,708	\$8,888	\$97,631	\$103,165	-57%
Northern Lakes Aquatic Centre	\$249,657	\$104,907	\$251,324	\$262,515	5%
Visitor Information Center	\$45,000	\$45,000	\$45,000	\$45,000	0%
Total Revenues	\$1,344,385	\$549,694	\$1,249,814	\$1,339,918	0%
Expenses					
Community Services Administration	\$277,928	\$153,652	\$275,896	\$304,043	9%
FCSS	\$263,357	\$234,899	\$267,819	\$243,079	-8%
Community Programming	\$175,547	\$148,466	\$188,857	\$197,688	13%
Multi Recreational Center	\$1,285,195	\$850,208	\$1,429,396	\$1,521,276	18%
Parks and Sports Fields	\$638,556	\$333,386	\$562,544	\$603,027	-6%
Northern Lakes Aquatic Centre	\$600,395	\$462,277	\$612,054	\$605,227	1%
Visitor Information Center	\$75,376	\$95,982	\$75,476	\$78,900	5%
Total Expenses	\$3,316,354	\$2,278,870	\$3,412,042	\$3,553,240	7%
Total Net Operating Requirements	\$1,971,969	\$1,729,176	\$2,162,228	\$2,213,322	12%

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.

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.

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.

Initiatives

1. Recruit, retain and develop our staff.
2. Customer Service remains a priority.

FAMILY AND COMMUNITY SUPPORT SERVICES | COMMUNITY SERVICES

COMMUNITY SERVICES ADMINISTRATION

Town of Slave Lake 2023-2024 Operating Budget Comparison

Community Services Administration	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
Government Transfers for Operating	\$56,948	\$0	\$57,317	\$74,473	\$17,156
Total Revenues	\$56,948		\$57,317	\$74,473	\$17,156
Expenses					
Salaries, Wages and Benefits	\$256,025	\$148,140	\$253,100	\$281,400	\$28,300
Contracted and General Services	\$13,505	\$5,512	\$14,005	\$14,005	\$0
Materials, Supplies and Utilities	\$750	\$0	\$750	\$750	\$0
Internal Transfers Expenditures	\$7,648	\$0	\$8,041	\$7,888	(\$153)
Total Expenses	\$277,928	\$153,652	\$275,896	\$304,043	\$28,147
Total Net Operating Requirement	\$220,980	\$153,652	\$218,579	\$229,570	\$10,991

COMMUNITY SERVICES ADMINISTRATION - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Provincial Grants	\$0	\$0	\$0	\$0
MD Cost Sharing Agreement	\$56,948	\$57,317	\$74,473	\$17,156
Total Revenue	\$56,948	\$57,317	\$74,473	\$17,156
Expenses				
Salaries	\$213,525	\$210,600	\$230,900	\$20,300
Overtime	\$2,300	\$2,300	\$2,300	\$0
Benefits	\$40,200	\$40,200	\$48,200	\$8,000
Travel & Training	\$2,500	\$2,500	\$2,500	\$0
Training	\$0	\$0	\$0	\$0
Freight & Postage	\$200	\$200	\$200	\$0
Mobile Device Services	\$1,080	\$1,080	\$1,080	\$0
Telephone & Security Line Services	\$1,000	\$1,000	\$1,000	\$0
Hospitality	\$750	\$750	\$750	\$0
Advertising	\$1,000	\$1,000	\$1,000	\$0

FAMILY AND COMMUNITY SUPPORT SERVICES | COMMUNITY SERVICES

Legal Services	\$1,000	\$1,000	\$1,000	\$0
Memberships	\$975	\$975	\$975	\$0
Contracting Services	\$0	\$0	\$0	\$0
IT Licencing	\$5,000	\$5,500	\$5,500	\$0
Materials	\$750	\$750	\$750	\$0
Own Equipment	\$7,648	\$8,041	\$7,888	(\$153)
Total Expenses	\$277,928	\$275,896	\$304,043	\$28,147
Net Operating (Deficit)	(\$220,980)	(\$218,579)	(\$229,570)	(\$10,991)

Revenues

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

Major Revenue Variances (\$5,000) or greater

Revenues expected to remain inline with prior years.

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.

Major Expenditures Variances (\$5,000) or greater

\$28,300 wage grid and benefit adjustments.

FAMILY AND COMMUNITY SUPPORT SERVICES

Town of Slave Lake 2023-2024 Operating Budget Comparison

Family and Community Support Services	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
User Fees and Sales of Goods	\$15,000	\$5,016	\$15,000	\$15,000	\$0
Government Transfers for Operating	\$182,628	\$131,411	\$182,628	\$190,847	\$8,219
Total Revenue	\$197,628	\$136,427	\$197,628	\$205,847	\$8,219
Expenses					
Salaries, Wages and Benefits	\$179,123	\$159,463	\$183,200	\$187,400	\$4,200
Contracted and General Services	\$40,735	\$60,353	\$40,735	\$40,735	\$0
Materials, Supplies and Utilities	\$1,000	\$1,638	\$1,000	\$1,000	\$0
Transfers to Individuals and Organizations	\$35,000	\$13,445	\$35,000	\$10,000	(\$25,000)
Internal Transfers Expenditures	\$7,499	\$0	\$7,884	\$3,944	(\$3,940)
Total Expenses	\$263,357	\$234,899	\$267,819	\$243,079	\$24,740
Total Net Operating Requirement	\$65,729	\$98,472	\$70,191	\$37,232	\$16,521

FAMILY AND COMMUNITY SUPPORT SERVICES - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Sale of General Services	\$15,000	\$15,000	\$15,000	\$0
Provincial Grants	\$182,628	\$182,628	\$190,847	\$8,219
Other Revenue	\$0		\$0	
Total Revenue	\$197,628	\$197,628	\$205,847	\$8,219
Expenses				
Salaries	\$146,523	\$149,500	\$152,400	\$2,900
Overtime	\$1,000	\$1,000	\$1,000	\$0
Benefits	\$31,600	\$32,700	\$34,000	\$1,300
Travel & Training	\$3,600	\$3,600	\$3,600	\$0
Training	\$0	\$0	\$0	\$0
Mobile Device Services	\$1,080	\$1,080	\$1,080	\$0

FAMILY AND COMMUNITY SUPPORT SERVICES | COMMUNITY SERVICES

Hospitality	\$700	\$700	\$1,000	\$300
Advertising	\$5,000	\$5,000	\$1,500	(\$3,500)
Auditing Services	\$1,200	\$1,200	\$0	(\$1,200)
Memberships	\$1,115	\$1,115	\$1,115	\$0
Youth Programs	\$11,940	\$11,940	\$12,940	\$1,000
Adult Programs	\$5,000	\$5,000	\$6,400	\$1,400
Community Programs	\$5,000	\$5,000	\$7,000	\$2,000
Volunteer Programs	\$6,100	\$6,100	\$6,100	\$0
Office Supplies	\$1,000	\$1,000	\$1,000	\$0
Grants	\$35,000	\$35,000	\$10,000	(\$25,000)
Own Equipment	\$7,499	\$7,884	\$3,944	(\$3,940)
Total Expenses	\$263,357	\$267,819	\$243,079	(\$24,740)
Net Operating (Deficit)	(\$65,729)	(\$70,191)	(\$37,232)	\$32,959

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.

Major Revenue Variances (\$5,000) or greater

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.

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.

Major Expenditures Variances (\$5,000) or greater

\$25,000 reduction to community grants.

COMMUNITY PROGRAMMING

Town of Slave Lake 2023-2024 Operating Budget Comparison

Community Programming	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
User Fees and Sales of Goods	\$49,000	\$47,139	\$49,000	\$49,000	\$0
Government Transfers for Operating	\$27,161	\$2,160	\$26,382	\$28,824	\$2,442
Other Revenue	\$2,000	\$14,966	\$4,000	\$4,000	\$0
Total Revenue	\$78,161	\$64,265	\$79,382	\$81,824	\$2,442
Expenses					
Salaries, Wages and Benefits	\$127,346	\$110,343	\$134,600	\$140,800	\$6,200
Contracted and General Services	\$30,000	\$22,376	\$34,800	\$34,800	\$0
Materials, Supplies and Utilities	\$13,200	\$15,747	\$14,200	\$14,200	\$0
Internal Transfers Expenditures	\$5,001	\$0	\$5,257	\$7,888	\$2,631
Total Expenses	\$175,547	\$148,466	\$188,857	\$197,688	\$8,831
Total Net Operating Requirement	\$97,386	\$84,201	\$109,475	\$115,864	\$6,389

SPECIAL EVENTS - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Program Fees	\$1,000	\$1,000	\$1,000	\$0
Donations	\$2,000	\$4,000	\$4,000	\$0
Federal Grants	\$2,500	\$0	\$0	\$0
MD Cost Sharing Agreement	\$12,122	\$13,075	\$13,464	\$389
Total Revenue	\$17,622	\$18,075	\$18,464	\$389
Expenses				
Salaries	\$28,034	\$28,800	\$29,400	\$600
Overtime	\$1,000	\$1,000	\$1,000	\$0
Benefits	\$6,100	\$6,300	\$6,800	\$500
Travel & Training	\$2,800	\$2,800	\$2,800	\$0
Training	\$0	\$0	\$0	\$0
Freight & Postage	\$700	\$1,000	\$1,000	\$0

COMMUNITY PROGRAMMING | COMMUNITY SERVICES

Hospitality	\$750	\$750	\$750	\$0
Advertising	\$950	\$950	\$950	\$0
Contracted Services	\$3,000	\$6,500	\$6,500	\$0
Equipment Rental	\$11,000	\$11,000	\$11,000	\$0
Office Supplies	\$300	\$300	\$300	\$0
Program Supplies	\$8,400	\$8,400	\$8,400	\$0
Own Equipment	\$5,001	\$5,257	\$7,888	\$2,631
Total Expenses	\$68,035	\$73,057	\$76,788	\$3,731
Net Operating (Deficit)	(\$50,413)	(\$54,982)	(\$58,324)	(\$3,342)

ADULT PROGRAMMING - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Program Fees	\$4,000	\$4,000	\$4,000	\$0
MD Cost Sharing Agreement	\$3,637	\$3,869	\$4,048	\$179
Total Revenue	\$7,637	\$7,869	\$8,048	\$179
Expenses				
Salaries	\$13,050	\$13,400	\$13,600	\$200
Overtime	\$400	\$400	\$500	\$100
Benefits	\$3,000	\$3,100	\$3,300	\$200
Advertising	\$310	\$310	\$310	(\$0)
Contracted Services	\$4,000	\$5,000	\$5,000	\$0
Program Supplies	\$500	\$500	\$500	\$0
Total Expenses	\$21,260	\$22,710	\$23,210	\$500
Net Operating (Deficit)	(\$13,623)	(\$14,841)	(\$15,162)	(\$321)

YOUTH PROGRAMMING - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Program Fees	\$44,000	\$44,000	\$44,000	\$0
Donations	\$0	\$0	\$0	\$0
MD Cost Sharing Agreement	\$8,902	\$9,438	\$11,312	\$1,874
Total Revenue	\$52,902	\$53,438	\$55,312	\$1,874
Expenses				
Salaries	\$26,100	\$26,100	\$28,400	\$2,300
Overtime	\$1,000	\$1,000	\$1,000	\$0
Hourly Wages	\$39,402	\$43,600	\$45,000	\$1,400
Benefits	\$9,260	\$10,900	\$11,800	\$900
Mobile Device Services	\$540	\$540	\$540	\$0
Hospitality	\$500	\$500	\$500	\$0
Advertising	\$450	\$450	\$450	\$0
Contracted Services	\$5,000	\$5,000	\$5,000	\$0
Program Supplies	\$4,000	\$5,000	\$5,000	\$0
Total Expenses	\$86,252	\$93,090	\$97,690	\$4,600
Net Operating (Deficit)	(\$33,350)	(\$39,652)	(\$42,378)	(\$2,726)

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.

Major Revenue Variances (\$5,000) or greater

None.

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.

Materials, Supplies and Utilities – Program supplies.

Internal Transfers Expenditures – Fleet vehicle usage allocation.

Major Expenditure Variances (\$5,000) or greater

Amended amounts for position and wage grid adjustments.



MULTI REC CENTRE

Town of Slave Lake 2023-2024 Operating Budget Comparison

Multi Rec Centre	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
User Fees and Sales of Goods	\$251,953	\$152,086	\$285,073	\$323,193	\$38,120
Government Transfers for Operating	\$169,530	\$0	\$179,659	\$187,101	\$7,442
Rental Income	\$35,000	\$21,382	\$35,000	\$35,000	\$0
Internal Transfers Revenue	\$21,800	\$0	\$21,800	\$21,800	\$0
Total Revenue	\$478,283	\$173,468	\$521,532	\$567,094	\$45,562
Expenses					
Salaries, Wages and Benefits	\$486,639	\$374,493	\$443,360	\$455,800	\$12,440
Contracted and General Services	\$237,920	\$155,915	\$263,420	\$292,642	\$29,222
Materials, Supplies and Utilities	\$366,000	\$254,440	\$462,100	\$496,750	\$34,650
Bank Charges	\$1,000	\$0	\$1,000	\$1,000	\$0
Debenture Interest	\$81,086	\$65,360	\$76,774	\$72,313	(\$4,461)
Transfers to Reserves	\$80,000	\$0	\$150,000	\$170,000	\$20,000
Internal Transfers Expenditures	\$32,550	\$0	\$32,742	\$32,771	\$29
Total Expenses	\$1,285,195	\$850,208	\$1,429,396	\$1,521,276	\$91,880
Total Net Operating Requirement	\$806,912	\$676,740	\$907,864	\$954,182	\$46,318

Multi-Rec Centre - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Youth Fees	\$13,000	\$15,000	\$15,000	\$0
Adult Fees	\$6,000	\$7,000	\$7,000	\$0
User Group Fees	\$143,713	\$143,713	\$143,713	\$0
Field House Youth	\$20,000	\$20,000	\$20,000	\$0
Field House Adult	\$30,000	\$30,000	\$30,000	\$0
Advertising Revenue	\$30,000	\$60,000	\$98,000	\$38,000
Concession Sales	\$9,240	\$9,360	\$9,480	\$120
Private Rentals	\$10,000	\$10,000	\$10,000	\$0
Building Rentals	\$25,000	\$25,000	\$25,000	\$0

MULTI REC CENTRE | COMMUNITY SERVICES

MD Cost Sharing Agreement	\$169,530	\$179,659	\$187,101	\$7,442
From Operating	\$21,800	\$21,800	\$21,800	\$0
Total Revenue	\$478,283	\$521,532	\$567,094	\$45,562
Expenses				
Salaries	\$353,132	\$315,153	\$321,900	\$6,747
Overtime	\$5,560	\$5,560	\$5,000	(\$560)
Hourly Wages	\$39,447	\$39,447	\$40,000	\$553
Benefits	\$88,500	\$83,200	\$88,900	\$5,700
Travel & Training	\$6,800	\$6,800	\$6,800	\$0
Training	\$0	\$0	\$0	\$0
Freight & Postage	\$1,000	\$1,000	\$1,000	\$0
Internet Services	\$3,300	\$3,300	\$3,300	\$0
Mobile Device Services	\$3,000	\$3,000	\$3,000	\$0
Telephone & Security Line Services	\$7,920	\$7,920	\$7,920	\$0
Hospitality	\$750	\$750	\$750	\$0
Advertising	\$500	\$500	\$500	\$0
Memberships	\$1,200	\$1,200	\$1,200	\$0
Equipment Repairs & Maintenance	\$35,000	\$45,000	\$47,500	\$2,500
Building Repairs & Maintenance	\$41,000	\$51,000	\$56,000	\$5,000
Contracted Services	\$37,300	\$42,800	\$62,800	\$20,000
Equipment Rental	\$17,000	\$17,000	\$17,000	\$0
Insurance	\$83,150	\$83,150	\$84,872	\$1,722
Town Own Utilities	\$14,000	\$14,000	\$14,000	\$0
Clothing, Uniforms, Footwear	\$6,000	\$6,000	\$6,000	\$0
Janitorial Supplies	\$10,000	\$10,000	\$10,000	\$0
Small Tools & Equipment	\$2,000	\$5,000	\$5,000	\$0
Materials	\$43,000	\$38,500	\$38,750	\$250
Power	\$215,000	\$296,000	\$330,000	\$34,000
Gas	\$75,000	\$91,600	\$92,000	\$400
Office Supplies	\$1,000	\$1,000	\$1,000	\$0
Transfer to Reserve	\$80,000	\$150,000	\$170,000	\$20,000
Credit Card Fees & Late Charge	\$1,000	\$1,000	\$1,000	\$0
Debenture Interest	\$81,086	\$76,774	\$72,313	(\$4,461)
Own Equipment	\$3,750	\$3,942	\$3,971	\$29
Total Expenses	\$1,256,395	\$1,400,596	\$1,492,476	\$91,880
Net Operating (Deficit)	(\$778,112)	(\$879,064)	(\$925,382)	(\$46,318)

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.

Major Revenue Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - revenues

\$38,000 additional revenue for advertising.

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.

Materials, Supplies and Utilities – Utility costs, clothing, materials and office supplies.

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.

Major Expenditure Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - expenses

\$12,440 Salary and Benefit adjustments

\$5,000 increase to Building repairs and maintenance costs

\$20,000 increase for contracted services

\$34,400 increase for utility costs

\$20,000 increase for reserve transfers

PARKS AND SPORTS FIELDS

Town of Slave Lake 2023-2024 Operating Budget Comparison

Parks and Sports Fields	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
User Fees and Sales of Goods	\$12,000	\$8,888	\$12,000	\$12,000	\$0
Government Transfers for Operating	\$52,458	\$0	\$61,381	\$66,915	\$5,534
Other Revenue	\$150,000	\$0	\$0	\$0	\$0
Internal Transfers Revenue	\$24,250	\$0	\$24,250	\$24,250	\$0
Total Revenue	\$238,708	\$8,888	\$97,631	\$103,165	\$5,534
Expenses					
Salaries, Wages and Benefits	\$160,636	\$82,518	\$167,836	\$187,296	\$19,460
Contracted and General Services	\$372,140	\$201,940	\$270,820	\$292,320	\$21,500
Materials, Supplies and Utilities	\$85,571	\$48,928	\$102,630	\$107,641	\$5,011
Internal Transfers Expenditures	\$20,209	\$0	\$21,258	\$15,770	(\$5,488)
Total Expenses	\$638,556	\$333,386	\$562,544	\$603,027	\$40,483
Total Net Operating Requirement	\$399,848	\$324,498	\$464,913	\$499,862	\$34,949

SPORTS FIELDS - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Youth Fees	\$6,000	\$6,000	\$6,000	\$0
Adult Fees	\$6,000	\$6,000	\$6,000	\$0
MD Cost Sharing Agreement	\$8,764	\$12,558	\$12,623	\$65
Total Revenue	\$20,764	\$24,558	\$24,623	\$65
Expenses				
General Services	\$0	\$0	\$0	\$0
Contracted Services	\$39,000	\$55,000	\$55,000	\$0
Materials	\$13,000	\$15,000	\$15,000	\$0
Power	\$1,594	\$1,600	\$1,911	\$311
Own Equipment	\$6,498	\$6,832	\$3,944	(\$2,888)
Total Expenses	\$60,092	\$78,432	\$75,855	(\$2,577)
Net Operating (Deficit)	(\$39,328)	(\$53,874)	(\$51,232)	\$2,642

PARKS AND SPORTS FIELDS | COMMUNITY SERVICES

PARKS - Detail				
Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Insurance Proceeds	\$150,000	\$0	\$0	\$0
MD Cost Sharing Agreement	\$31,365	\$36,494	\$41,963	\$5,469
Total Revenue	\$181,365	\$36,494	\$41,963	\$5,469
Expenses				
Salaries	\$123,350	\$129,600	\$145,200	\$15,600
Overtime	\$2,040	\$2,040	\$2,700	\$660
Hourly Wages	\$6,096	\$6,096	\$6,096	\$0
Benefits	\$29,150	\$30,100	\$33,300	\$3,200
General Services	\$0	\$0	\$0	\$0
Travel & Training	\$3,000	\$3,000	\$3,000	\$0
Freight & Postage	\$250	\$250	\$250	\$0
Mobile Device Services	\$900	\$900	\$900	\$0
Hospitality	\$500	\$500	\$500	\$0
Memberships				
Equipment Repairs & Maintenance	\$155,500	\$45,500	\$47,500	\$2,000
Infrastructure Repairs & Maintenance	\$8,000	\$8,000	\$8,000	\$0
Contracted Services	\$42,500	\$35,000	\$54,500	\$19,500
Equipment Rental	\$2,000	\$2,000	\$2,000	\$0
Insurance	\$5,490	\$5,670	\$5,670	\$0
Town Own Utilities	\$15,000	\$30,000	\$30,000	\$0
Small Tools & Equipment	\$2,500	\$2,500	\$2,500	\$0
Materials	\$13,000	\$13,000	\$15,000	\$2,000
Fuel, Oil Other	\$1,500	\$1,500	\$1,500	\$0
Plants, Shrubs Garden Materials	\$26,000	\$26,000	\$26,000	\$0
Power	\$10,947	\$11,000	\$13,700	\$2,700
Own Equipment	\$9,998	\$10,512	\$7,888	(\$2,624)
Total Expenses	\$457,721	\$363,168	\$406,204	\$43,036
Net Operating (Deficit)	(\$276,356)	(\$326,674)	(\$364,241)	(\$37,567)

GRASS CUTTING - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
MD Cost Sharing Agreement	\$12,329	\$12,329	\$12,329	\$0
Charges to Other Departments	\$24,250	\$24,250	\$24,250	\$0
Total Revenue	\$36,579	\$36,579	\$36,579	\$0
Expenses				
Contracted Services	\$115,000	\$115,000	\$115,000	\$0
Materials	\$2,030	\$2,030	\$2,030	\$0
Own Equipment	\$3,713	\$3,914	\$3,938	\$24
Total Expenses	\$120,743	\$120,944	\$120,968	\$24
Net Operating (Deficit)	(\$84,164)	(\$84,365)	(\$84,389)	(\$24)

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.

Major Revenue Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - revenues

No Major changes.

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.

Materials, Supplies and Utilities – Utility costs for water and power, plant, shrubs and trees and other materials.

Internal Transfers Expenditures – Fleet vehicle usage allocation.

Major Expenditure Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - expenses

\$7,500 inclusion of play ground inspections.

\$19,460 salary adjustment for additional staff

\$12,000 for security of park washrooms

NORTHERN LAKES AQUATIC CENTRE

Town of Slave Lake 2023-2024 Operating Budget Comparison

Northern Lakes Aquatic Centre	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
User Fees and Sales of Goods	\$115,500	\$77,111	\$115,500	\$115,500	\$0
Government Transfers for Operating	\$90,157	\$0	\$91,824	\$88,015	(\$3,809)
Rental Income	\$37,000	\$27,796	\$37,000	\$52,000	\$15,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
Internal Transfers Revenue	\$7,000	\$0	\$7,000	\$7,000	\$0
Total Revenue	\$249,657	\$104,907	\$251,324	\$262,515	\$11,191
Expenses					
Salaries, Wages and Benefits	\$440,600	\$335,484	\$446,700	\$434,200	(\$12,500)
Contracted and General Services	\$61,995	\$41,775	\$62,245	\$62,500	\$255
Materials, Supplies and Utilities	\$77,800	\$85,018	\$83,109	\$88,527	\$5,418
Transfers to Reserves	\$20,000	\$0	\$20,000	\$20,000	\$0
Total Expenses	\$600,395	\$462,277	\$612,054	\$605,227	\$6,827
Total Net Operating Requirement	\$350,738	\$357,370	\$360,730	\$342,712	\$4,364

NORTHERN LIGHTS AQUATIC CENTRE - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Youth Lessons	\$40,000	\$40,000	\$40,000	\$0
Adult Lessons	\$1,000	\$1,000	\$1,000	\$0
Advanced Lessons	\$1,000	\$1,000	\$1,000	\$0
Youth Fees	\$15,000	\$15,000	\$15,000	\$0
Adult Fees	\$50,000	\$50,000	\$50,000	\$0
Senior Fees	\$1,000	\$1,000	\$1,000	\$0
Concession Sales	\$7,500	\$7,500	\$7,500	\$0
School / Club Rental	\$22,000	\$22,000	\$22,000	\$0
Private Rentals	\$15,000	\$15,000	\$30,000	\$15,000
MD Cost Sharing Agreement	\$90,157	\$91,824	\$88,015	(\$3,809)
From Operating	\$7,000	\$7,000	\$7,000	\$0
Total Revenue	\$249,657	\$251,324	\$262,515	\$11,191

Expenses

Salaries	\$182,770	\$187,500	\$171,800	(\$15,700)
Overtime	\$4,700	\$4,700	\$4,700	\$0
Hourly Wages	\$186,980	\$187,000	\$190,000	\$3,000
Benefits	\$66,150	\$67,500	\$67,700	\$200
Travel & Training	\$8,000	\$8,000	\$8,000	\$0
Training	\$0	\$0	\$0	\$0
Freight & Postage	\$2,500	\$2,750	\$3,000	\$250
Mobile Device Services	\$540	\$540	\$540	\$0
Hospitality	\$500	\$500	\$500	\$0
Advertising	\$550	\$550	\$550	\$0
Memberships	\$500	\$500	\$500	\$0
Building Repairs & Maintenance	\$44,000	\$44,000	\$44,000	\$0
Contracted Services	\$5,000	\$5,000	\$5,000	\$0
Insurance	\$405	\$405	\$410	\$5
Town Own Utilities	\$30,500	\$35,000	\$35,000	\$0
Clothing, Uniforms, Footwear	\$1,500	\$1,500	\$1,500	\$0
Training Supplies	\$3,000	\$3,000	\$3,000	\$0
Materials	\$10,300	\$10,609	\$10,927	\$318
Chemicals	\$12,000	\$12,000	\$12,000	\$0
Gas	\$14,000	\$14,000	\$19,000	\$5,000
Office Supplies	\$1,500	\$2,000	\$2,100	\$100
Concession Supplies	\$5,000	\$5,000	\$5,000	\$0
Transfer to Reserve	\$20,000	\$20,000	\$20,000	\$0
Total Expenses	\$600,395	\$612,054	\$605,227	(\$6,827)
Net Operating (Deficit)	(\$350,738)	(\$360,730)	(\$342,712)	\$18,018

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.

Major Revenue Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - revenues

\$15,000 increase for private rentals – additional rentals expected.

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 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.

Transfer to Reserves – Reserve transfer.

Major Expenditure Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - expenses

\$12,500 decrease salary adjustments.

\$5,000 increase gas costs

VISITOR INFORMATION CENTER

Town of Slave Lake 2023-2024 Operating Budget Comparison

Visitor Information Center	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
Rental Income	\$45,000	\$45,000	\$45,000	\$45,000	\$0
Total Revenue	\$45,000	\$45,000	\$45,000	\$45,000	\$0
Expenses					
Salaries, Wages and Benefits	\$25,376	\$28,698	\$25,476	\$28,900	\$3,424
Contracted and General Services	\$0	\$0	\$0	\$0	\$0
Materials, Supplies and Utilities	\$50,000	\$67,284	\$50,000	\$50,000	\$0
Total Expenses	\$75,376	\$95,982	\$75,476	\$78,900	\$3,424
Total Net Operating Requirement	\$30,376	\$50,982	\$30,476	\$33,900	\$3,424

Visitor Information Center - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Leases & Rentals	\$45,000	\$45,000	\$45,000	\$0
Total Revenue	\$45,000	\$45,000	\$45,000	\$0
Expenses				
Hourly Wages	\$22,860	\$22,860	\$25,900	\$3,040
Benefits	\$2,516	\$2,616	\$3,000	\$384
Contribution to MD	\$45,000	\$45,000	\$45,000	\$0
Materials	\$5,000	\$5,000	\$5,000	\$0
Total Expenses	\$75,376	\$75,476	\$78,900	\$3,424
Net Operating (Deficit)	(\$30,376)	(\$30,476)	(\$33,900)	(\$3,424)

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.



PLANNING AND DEVELOPMENT

Overview

Provide professional planning services to Town Council, Town Administration, Municipal Planning Commission, Subdivision and 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 planning, and development services with an emphasis of responsible planning for economic growth and long-term sustainability, live and 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.

Town of Slave Lake 2023-2024 Operating Budget Overview

Planning and Development	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 vs 2022 Budget Change
Revenues					
User Fees and Sales of Goods	\$1,200	\$1,400	\$1,200	\$1,200	0%
Government Transfers for Operating	\$0	\$0	\$0	\$0	0%
Licenses and Permits	\$61,900	\$29,036	\$48,930	\$48,930	-21%
Transfer From Reserve	\$0	\$0	\$0	\$30,000	100%
Total Revenues	\$63,100	\$30,436	\$50,130	\$80,130	27%
Expenses					
Salaries, Wages and Benefits	\$242,045	\$158,407	\$247,100	\$250,000	3%
Contracted and General Services	\$48,320	\$55,045	\$50,395	\$80,420	66%
Materials, Supplies and Utilities	\$1,200	\$768	\$1,200	\$1,200	0%
Internal Transfers Expenditures	\$3,825	\$0	\$4,022	\$2,366	-38%
Total Expenses	\$295,390	\$214,220	\$302,717	\$333,986	13%
Total Net Operating Requirements	\$232,290	\$183,784	\$252,587	\$253,856	9%

Services Provided

Subdivision and Development	Long Term Planning	Advisory and Customer Service
Development Permit review, approval, and issuance	Land Use Bylaw	Customer assistance, education, and facilitation
Subdivision review, approval, and issuance	Statutory Plans	Issuance of Compliance letters and certificates, and offsite levy information
Road Closures	Development Policies	Statistical Reporting
Municipal Reserve dedications and disposals	Municipal Government Act	Advisory Services to:
Development Agreements		Municipal Planning Commission
Establishment and management of offsite 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; 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

PLANNING AND DEVELOPMENT | PLANNING, LAND AND ECONOMIC DEVELOPMENT

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.

Road Closures

PLANNING AND DEVELOPMENT | PLANNING, LAND AND ECONOMIC DEVELOPMENT

The Planning Department is responsible for the preparation of required road closure bylaws, referrals to required referral agencies, letter and approval from Alberta Transportation, registration of the road closure bylaw and transfer of funds where applicable.

Town of Slave Lake 2023-2024 Operating Budget Comparison

Planning and Development	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
User Fees and Sales of Goods	\$1,200	\$1,400	\$1,200	\$1,200	\$0
Government Transfers for Operating	\$0	\$0	\$0	\$0	\$0
Licenses and Permits	\$61,900	\$29,036	\$48,930	\$48,930	\$0
Transfer From Reserve	\$0	\$0	\$0	\$30,000	\$30,000
Total Revenues	\$63,100	\$30,436	\$50,130	\$80,130	\$0
Expenses					
Salaries, Wages and Benefits	\$242,045	\$158,407	\$247,100	\$250,000	\$2,900
Contracted and General Services	\$48,320	\$55,045	\$50,395	\$80,420	\$30,025
Materials, Supplies and Utilities	\$1,200	\$768	\$1,200	\$1,200	\$0
Internal Transfers Expenditures	\$3,825	\$0	\$4,022	\$2,366	(\$1,656)
Total Expenses	\$295,390	\$214,220	\$302,717	\$333,986	\$31,269
Total Net Operating Requirements	\$232,290	\$183,784	\$252,587	\$253,856	\$31,269

PLANNING AND DEVELOPMENT - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Fees For Service	\$1,200	\$1,200	\$1,200	\$0
Complaint Fees	\$1,500	\$1,500	\$1,500	\$0
Common Services - Road Permits	\$3,250	\$0	\$0	\$0
Development Permits	\$33,900	\$27,300	\$27,300	\$0
Amendments & Agreements	\$8,600	\$5,600	\$5,600	\$0
Compliance Certificates	\$2,150	\$2,030	\$2,030	\$0
Transfer From Reserve	\$0	\$0	\$30,000	\$30,000
Cost Recovery	\$12,500	\$12,500	\$12,500	\$0
Total Revenue	\$63,100	\$50,130	\$80,130	\$30,000

PLANNING AND DEVELOPMENT | PLANNING, LAND AND ECONOMIC DEVELOPMENT

Expenses

Salaries	\$201,845	\$206,000	\$203,700	(\$2,300)
Overtime	\$1,500	\$1,500	\$1,500	\$0
Benefits	\$38,700	\$39,600	\$44,800	\$5,200
Travel & Training	\$7,000	\$7,000	\$7,000	\$0
Training	\$0	\$0	\$0	\$0
Freight & Postage	\$200	\$200	\$200	\$0
Hospitality	\$400	\$400	\$400	\$0
Advertising	\$0	\$0	\$0	\$0
Professional Services	\$3,300	\$3,575	\$3,600	\$25
Legal Services	\$24,000	\$24,000	\$39,000	\$15,000
Engineering Services	\$11,100	\$13,100	\$28,100	\$15,000
Memberships	\$300	\$300	\$300	\$0
Rail Crossing Maintenance	\$800	\$600	\$600	\$0
IT Licensing	\$1,220	\$1,220	\$1,220	\$0
Office Supplies	\$1,200	\$1,200	\$1,200	\$0
Own Equipment	\$3,825	\$4,022	\$2,366	(\$1,656)
Total Expenses	\$295,390	\$302,717	\$333,986	\$31,269
Net Operating (Deficit)	(\$232,290)	(\$252,587)	(\$253,856)	(\$1,269)

Revenues

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

Major Revenue Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - revenues

\$30,000 Reserve transfer for plan consultations.

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.

Materials, Supplies and Utilities – Office supplies.

Internal Transfers Expenditures – Fleet vehicle usage allocation.

Major Expenditure Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - expenses

PLANNING AND DEVELOPMENT | PLANNING, LAND AND ECONOMIC DEVELOPMENT

\$2,900 salary and benefit adjustments

\$30,000 increase for legal and engineering services for consulting on plan amendments and rewrites.

Emerging Issues

Many of Planning Department Statutory and Regulatory Plans are outdated. It will take significant time and financial commitment to bring them all up to date. The Planning Department will be working over the next 5 to 10 years to ensure these plans are current.

The Planning Department is also working towards regulations with respect to Short Term Rentals. The Planning Department has engaged a Consultant, Third Space Planning, and anticipates completion of this project in early 2024.

Cost Drivers

Costs are driven by personnel and legal services required.

Initiatives

The Planning Department will also improve customer service by participating in the ERP software team. Investment in the TownSuite software package will facilitate the streamlined delivery and issuance of development permits and other planning and development services, which are all manual systems at this time.

The Planning Department will be working with Associated Engineering on an update to the Intersection Charges considering upgrades provided by the province to the Highway #88, Highway #2, and Holmes Trail intersection, as well as upgrades to the design and function of the Highway #2 and Main Street intersection. Updates to the charges will reflect the cost for the ultimate build for all intersections in town.

The Planning Department is working on the potential acquisition of two crown parcels of land. The acquisition process for one parcel (i.e., Phoenix) is nearing completion with the final purchase price and agreement documents are expected by the end of 2023.

The Planning Department is working with a Developer on an updated Development Agreement for the servicing of the west end of the Joint School Site.

Strategic Plan

The Planning Department has prepared a report for Council discussing the potential options for the development of Sunset Place. The aim of this initiative is to see further development of affordable homes within the subdivision. Further options will be explored in 2024.

The Planning Department will be working with a Planning Consultant to review and update the Town's Municipal Development Plan and the Land Use Bylaw. These documents have not been reviewed since their adoption in 2007 and the Land Use Bylaw has seen significant revision and amendment, signifying the need for a review and update. A Request for Proposal has been advertised and submission deadline for proposals is October 23, 2023. The project is anticipated to kick off in January 2024 with completion in June 2025. There will also be a legal review of the draft updated LUB to ensure it meets with provincial legislation.

The Planning Department will be working on an Encroachment Agreement Policy for Outdoor Boulevard Café's as part of the Downtown and Main Street Area Plan.

The Director will be carrying out ongoing training and mentoring of the Planning and Development Officer such that she is proficient in all aspects of Planning and Development.

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 placed back into the reserve fund.

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

Town of Slave Lake 2023-2024 Operating Budget Overview

Land Development	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 vs 2022 Budget Change
Revenues					
User Fees and Sales of Goods	\$1,053,375	\$0	\$125,000	\$125,000	-88%
Total Revenues	\$1,053,375	\$0	\$125,000	\$125,000	-88%
Expenses					
Contracted and General Services	\$34,800	\$25,031	\$34,800	\$27,600	-21%
Transfers to Reserves	\$1,048,575	\$0	\$120,200	\$120,200	-89%
Total Expenses	\$1,083,375	\$25,031	\$155,000	\$147,800	-86%
Total Net Operating Requirements	\$30,000	\$25,031	\$30,000	\$22,800	-24%

LAND DEVELOPMENT - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Fees for Service	\$1,053,375	\$125,000	\$125,000	\$0
Total Revenue	\$1,053,375	\$125,000	\$125,000	\$0
Expenses				
Professional Services	\$4,800	\$4,800	\$4,800	\$0
Contracted Services	\$30,000	\$30,000	\$22,800	(\$7,200)
Transfer to Reserve	\$1,048,575	\$120,200	\$120,200	\$0
Total Expenses	\$1,083,375	\$155,000	\$147,800	(\$7,200)
Net Operating (Deficit)	(\$30,000)	(\$30,000)	(\$22,800)	\$7,200

Major Revenue Variances (\$5,000) or greater

None.

Major Expenditure Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - expenditures

\$7,200 reduction to Town Beautification program.

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.

ECONOMIC DEVELOPMENT

Overview

The Economic Development 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 2023-2024 Operating Budget Overview

Economic Development	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 vs 2022 Budget Change
Revenues					
Government Transfers for Operating	\$0	\$35,500	\$0	\$20,000	0%
Transfers from Reserves	\$100,000	\$0	\$100,000	\$100,000	0%
Total Revenues	\$100,000		\$100,000	\$120,000	20%
Expenses					
Salaries, Wages and Benefits	\$103,103	\$104,418	\$105,400	\$137,900	34%
Contracted and General Services	\$207,540	\$99,600	\$60,040	\$60,040	-71%
Materials, Supplies and Utilities	\$1,500	\$7,539	\$12,550	\$8,100	440%
Transfers to Reserves	\$0	\$0	\$0	\$0	0%
Internal Transfers Expenditures	\$3,724	\$0	\$4,453	\$2,366	-36%
Total Expenses	\$315,867	\$211,557	\$182,443	\$208,406	-34%
Total Net Operating Requirements	\$215,867	\$211,557	\$82,443	\$88,406	-59%

ECONOMIC DEVELOPMENT | PLANNING, LAND AND ECONOMIC DEVELOPMENT

Town of Slave Lake 2023-2024 Operating Budget Comparison

Economic Development	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
Government Transfers for Operating	\$0	\$35,500	\$0	\$20,000	\$20,000
Transfers from Reserves	\$100,000	\$0	\$100,000	\$100,000	\$0
Total Revenues	\$100,000	\$35,500	\$100,000	\$120,000	\$20,000
Expenses					
Salaries, Wages and Benefits	\$103,103	\$104,418	\$105,400	\$137,900	\$32,500
Contracted and General Services	\$207,540	\$99,600	\$60,040	\$60,040	\$0
Materials, Supplies and Utilities	\$1,500	\$7,539	\$12,550	\$8,100	(\$4,450)
Transfers to Reserves	\$0	\$0	\$0	\$0	\$0
Internal Transfers Expenditures	\$3,724	\$0	\$4,453	\$2,366	(\$2,087)
Total Expenses	\$315,867	\$211,557	\$182,443	\$208,406	\$25,963
Total Net Operating Requirements	\$215,867	\$176,057	\$82,443	\$88,406	\$5,963

ECONOMIC DEVELOPMENT - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Transfer from Reserves	\$100,000	\$100,000	\$100,000	\$0
Provincial Grants	\$0	\$0	\$20,000	\$20,000
Total Revenue	\$100,000	\$100,000	\$120,000	\$20,000
Expenses				
Salaries	\$85,703	\$87,500	\$93,400	\$5,900
Overtime	\$0	\$0	\$5,000	\$5,000
Wages	\$0	\$0	\$20,000	\$20,000
Benefits	\$17,400	\$17,900	\$19,500	\$1,600
Travel and Training	\$0	\$2,500	\$2,500	\$0
Mobile Device Services	\$540	\$540	\$540	\$0
Telephone & Security Line Services	\$700	\$700	\$700	\$0
Advertising	\$36,000	\$36,000	\$36,000	\$0
Memberships	\$300	\$300	\$300	\$0
Contracted Services	\$170,000	\$20,000	\$20,000	\$0
Materials	\$0	\$11,050	\$6,600	(\$4,450)

ECONOMIC DEVELOPMENT | PLANNING, LAND AND ECONOMIC DEVELOPMENT

Office Supplies	\$1,500	\$1,500	\$1,500	\$0
Own Equipment	\$3,724	\$4,453	\$2,366	(\$2,087)
Total Expenses	\$315,867	\$182,443	\$208,406	\$25,963
Net Operating (Deficit)	(\$215,867)	(\$82,443)	(\$88,406)	(\$5,963)

Revenues

Transfers from Reserves and provincial grant funding.

Major Revenue Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 – revenue

\$20,000 grant funding

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.

Major Expenditure Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - expenditures

\$12,500 wage grid and benefit adjustments.

\$20,000 grant funding additional position.

Cost Drivers

Costs are driven by personnel and contracted services.

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 2023-2024 Operating Budget Overview

Grants to Other Organizations	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2024 vs 2022 Budget Change
Revenues					
Community Grants	\$20,000	\$0	\$20,000	\$25,000	25%
Rotary Club of Slave Lake Public Library	\$55,953	\$0	\$55,953	\$50,000	-11%
Wildfire Legacy Centre	\$212,000	\$153,230	\$212,000	\$212,000	0%
Total Revenue	\$287,953	\$153,230	\$287,953	\$287,000	0%
Expenses					
Community Grants	\$36,000	\$30,000	\$30,000	\$25,000	-31%
Slave Lake Airport Commission	\$112,500	\$114,750	\$114,750	\$114,750	2%
Rotary Club of Slave Lake Public Library	\$357,890	\$392,120	\$378,558	\$344,150	-4%
Wildfire Legacy Centre	\$263,269	\$257,143	\$290,940	\$321,140	22%
Total Expenses	\$769,659	\$794,013	\$814,248	\$805,040	5%
Total Net Operating Requirement	\$481,706	\$640,783	\$526,295	\$518,040	8%

SLAVE LAKE AIRPORT | GRANTS TO OTHER ORGANIZATIONS

Town of Slave Lake 2023-2024 Operating Budget Comparison

Community Grants	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
Internal Transfers Revenue	\$20,000	\$0	\$20,000	\$25,000	\$5,000
Total Revenue	\$20,000	\$0	\$20,000	\$25,000	\$5,000
Expenses					
Transfers to Individuals and Organizations	\$36,000	\$30,000	\$30,000	\$25,000	(\$5,000)
Total Expenses	\$36,000	\$30,000	\$30,000	\$25,000	(\$5,000)
Total Net Operating Requirements	\$16,000	\$30,000	\$10,000	\$0	\$10,000

SLAVE LAKE AIRPORT COMMISSION

Overview

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 2023-2024 Operating Budget Comparison

Airport Commission	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Expenses					
Transfers to Individuals and Organizations	\$112,500	\$114,750	\$114,750	\$114,750	\$0
Total Expenses	\$112,500	\$114,750	\$114,750	\$114,750	\$0
Total Net Operating Requirement	\$112,500	\$114,750	\$114,750	\$114,750	\$0

Major Expenditure Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - expenditures

none.

ROTARY CLUB OF SLAVE LAKE PUBLIC LIBRARY

Overview

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 2023-2024 Operating Budget Comparison

Rotary Club of Slave Lake Public Library	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
Rental Income	\$0	\$0	\$0	\$0	\$0
Government Transfers for Operating	\$55,953	\$0	\$55,953	\$50,000	(\$5,953)
Total Revenues	\$55,953	\$0	\$55,953	\$50,000	\$5,953
Expenses					
Contracted and General Services	\$47,741	\$40,341	\$47,741	\$48,741	\$1,000
Transfers to Individuals and Organizations	\$310,149	\$351,779	\$330,817	\$295,409	(\$35,408)
Total Expenses	\$357,890	\$392,120	\$378,558	\$344,150	(\$34,408)
Total Net Operating Requirements	\$301,937	\$392,120	\$322,605	\$294,150	\$40,361

SLAVE LAKE LIBRARY | GRANTS TO OTHER ORGANIZATIONS

SLAVE LAKE PUBLIC LIBRARY - Detail

Description	Approved 2022 Budget	Proposed 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Library - MSI Operating Grant	\$55,953	\$55,953	\$50,000	(\$5,953)
Total Revenue	\$55,953	\$55,953	\$50,000	(\$5,953)
Expenses				
Memberships	\$43,000	\$43,000	\$44,000	\$1,000
Insurance	\$4,741	\$4,741	\$4,741	\$0
Grants	\$310,149	\$330,817	\$295,409	(\$35,408)
Total Expenses	\$357,890	\$378,558	\$344,150	(\$34,408)
Net Operating (Deficit)	(\$301,937)	(\$322,605)	(\$294,150)	\$28,455

Major Expenditure Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - expenditures

\$35,408 reduction to 2023 contribution amounts to the library.

WILDFIRE LEGACY CENTRE

Overview

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 2023-2024 Operating Budget Comparison

Wildfire Legacy Centre	2022 Budget	2023 YTD Actuals	2023 Budget	2024 Budget	2023 vs 2024
Revenues					
User Fees and Sales of Goods	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0	\$0	\$0
Expenses					
Salaries, Wages and Benefits	\$187,729	\$157,143	\$190,400	\$195,600	\$5,200
Contracted and General Services	\$540	\$0	\$540	\$540	\$0
Transfers to Individuals and Organizations	\$75,000	\$100,000	\$100,000	\$125,000	\$25,000
Total Expenses	\$263,269	\$257,143	\$290,940	\$321,140	\$30,200
Total Net Operating Requirements	\$263,269	\$257,143	\$290,940	\$321,140	\$30,200

WILDFIRE LEGACY CENTRE - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Contract Revenue	\$212,000	\$212,000	\$212,000	\$0
Total Revenue	\$212,000	\$212,000	\$212,000	\$0
Expenses				
Salaries	\$152,825	\$154,600	\$157,700	\$3,100
Overtime	\$2,500	\$2,500	\$2,500	\$0
Benefits	\$32,404	\$33,300	\$35,400	\$2,100
Mobile Device Services	\$540	\$540	\$540	\$0
Grants	\$75,000	\$100,000	\$125,000	\$25,000
Total Expenses	\$263,269	\$290,940	\$321,140	\$30,200
Net Operating (Deficit)	(\$51,269)	(\$78,940)	(\$109,140)	(\$30,200)

Major Expenditure Variances (\$5,000) or greater

Explanation of Changes 2024 vs 2023 - expenditures

\$25,000 contribution increase.

\$5,200 adjustment to wage grid and benefits.

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	2021 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Fire Services Annual Increase			10.79%	-1.07%	6.16%
Fire Services Transfer Requirements	\$613,876	\$601,736	\$666,679	\$659,575	\$700,206
Fire Smart Annual Increase			100.00%	100.00%	50.00%
Fire Smart Contribution			\$25,000	\$50,000	\$75,000
Total Transfer Requirements	\$613,876	\$601,736	\$691,679	\$709,575	\$775,206
Total Annual Increase			14.95%	2.59%	9.25%

MD of Lesser Slave River Transfer Requirements	2021 Actual	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Fire Services	\$613,876	\$601,736	\$666,679	\$659,575	\$700,206
Fire Smart	\$0	\$0	\$25,000	\$50,000	\$75,000
Inter-Municipal Cost Sharing	\$338,341	\$408,291	\$422,184	\$441,475	\$455,503
Total	\$952,217	\$1,010,027	\$1,113,863	\$1,151,050	\$1,230,709
Annual Increase		6.07%	10.28%	3.34%	6.92%

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

Overview

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

GENERAL - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Franchise Fees - Atco	\$1,401,364	\$1,440,598	\$1,835,875	\$395,277
Interest Earned	\$190,000	\$200,000	\$250,000	\$50,000
Land & Building Leases	\$30,368	\$30,368	\$35,368	\$5,000
Transfer from Reserve	\$709,000	\$0	\$0	\$0
MD Cost Sharing Agreement	\$0	\$0	\$0	\$0
Total Revenue	\$2,330,732	\$1,670,966	\$2,121,243	\$450,277
Expenses				
Transfer to Reserve		\$1,000	\$1,000	\$0
Interest Transfer to Capital Reserves	\$32,765	\$165,000	\$175,000	\$10,000
Total Expenses	\$32,765	\$166,000	\$176,000	\$10,000
Net Operating (Deficit)	\$2,297,967	\$1,504,966	\$1,945,243	\$440,277

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%.

TAXATION - Detail

Description	Approved 2022 Budget	Approved 2023 Budget	2024 Budget	2024 vs 2023 Change
Revenue				
Taxes - Residential	\$5,652,825	\$5,894,892	\$6,039,974	\$145,082
Taxes - Industrial	\$1,363,389	\$1,426,379	\$1,422,661	(\$3,718)
Taxes - Commercial	\$1,781,065	\$1,865,781	\$1,908,932	\$43,151
Taxes - Designated Industrial	\$965	\$965	\$965	\$0
Taxes - Linear	\$171,097	\$185,312	\$182,713	(\$2,599)
Taxes - Federal Grants in Lieu	\$15,773	\$15,793	\$16,153	\$360
Taxes - Provincial Grants in Lieu	\$275,676	\$287,901	\$298,022	\$10,121
Taxes - Penalties	\$109,909	\$109,940	\$109,940	\$0
Collection - ASFF	\$2,372,838	\$2,310,875	\$2,565,423	\$254,548
Collection - Seniors Foundation	\$279,367	\$277,384	\$300,500	\$23,116
Collection - Living Waters CRD	\$176,880	\$199,279	\$193,000	(\$6,279)
Total Revenue	\$12,199,784	\$12,574,501	\$13,038,283	\$463,782
Requisitions				
Requisition - Designated Industrial	\$965	\$965	\$965	\$0
Bad Debt Expense	\$42,500	\$50,000	\$50,000	\$0
Requisition - Public School	\$2,372,838	\$2,310,875	\$2,565,423	\$254,548
Requisition	\$279,367	\$277,384	\$300,500	\$23,116
Requisition - Separate School	\$176,880	\$199,279	\$193,000	(\$6,279)
Total Expenses	\$2,872,550	\$2,838,503	\$3,109,888	\$271,385
Net Taxation Revenue	\$9,327,234	\$9,735,998	\$9,928,395	\$192,397

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.

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). 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	Govt 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
2021	\$32,799,612	\$13,186,199	\$13,250,480	\$19,549,132
Projected				
2022	\$34,396,085	\$11,686,789	\$11,702,691	\$22,693,394
2023	\$34,111,232	\$10,114,604	\$10,970,142	\$23,141,090
2024	\$34,375,017	\$8,466,115	\$10,209,528	\$24,165,489
2025	\$34,711,795	\$6,737,615	\$9,419,731	\$25,292,064
2026	\$35,010,076	\$4,925,222	\$8,829,181	\$26,180,895
2027	\$35,356,911	\$3,024,865	\$8,215,977	\$27,140,934

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.

