



Town of  
**SLAVE LAKE**

# 2025 Operating Budget

Town of Slave Lake

## TABLE OF CONTENTS

TABLE OF CONTENTS .....	2
WHAT IS A BUDGET .....	7
OPERATING BUDGET .....	7
BASIS OF ACCOUNTING AND BUDGETING .....	8
2025 BUDGET HIGHLIGHTS.....	9
BUDGET SUMMARY.....	12
Where the Money Comes From .....	12
2025 Major Revenue Sources .....	12
Where the Money is Spent.....	13
2025 Major Expenditures .....	13
Operating Budget by Type.....	15
Operating Budget by Department .....	17
COUNCIL.....	19
Overview.....	19
COUNCIL - Detail.....	20
ADMINISTRATION .....	21
Overview.....	21
General Administration .....	23
GENERAL ADMINISTRATION - Detail .....	25
CAO - Detail.....	27
PROJECT MANAGER - Detail.....	28
CORPORATE SERVICES.....	29
Overview.....	29
Corporate Services Admin - Detail .....	33
Human Resources.....	34
Overview.....	34
HUMAN RESOURCES - Detail .....	36
Health and Safety.....	38
Overview.....	38
HEALTH AND SAFETY - Detail .....	40
Information Technology Services.....	41
Overview.....	41

INFORMATION TECHNOLOGY - Detail .....	43
Financial Services.....	46
Overview.....	46
FINANCE - Detail .....	49
RCMP SERVICES .....	52
Overview.....	52
POLICE - Detail.....	54
FIRE PROGRAM.....	55
Overview.....	55
FIRE SERVICES - Detail .....	59
SEARCH AND RESCUE - Detail .....	62
DANGEROUS GOODS - Detail .....	63
DISASTER SERVICES - Detail.....	64
FireSmart .....	65
Overview.....	65
FIRESMART - Detail.....	66
COMMUNITY ENFORCEMENT .....	67
Overview.....	67
PEACE OFFICERS - Detail.....	69
ANIMAL CONTROL - Detail.....	71
OPERATIONS.....	73
Overview.....	73
OPERATIONS ADMINISRTATION - Detail .....	78
EQUIPMENT - Detail .....	79
SHOP - Detail.....	80
GRAVEL STREETS - Detail .....	82
PAVED ROADS - Detail.....	83
DRAINAGE - Detail .....	84
SNOW REMOVAL - Detail .....	85
STREET LIGHTS - Detail .....	86
TRAFFIC CONTROL - Detail .....	87
ENGINEERING - Detail .....	88
CEMETERY - Detail.....	89
WATER SERVICES.....	90
Overview.....	90

WATER ADMINISTRATION - Detail .....	93
WATER TREATMENT - Detail.....	95
WATER DISTRIBUTION - Detail .....	96
WATER PUMPING - Detail.....	97
WASTE WATER SERVICES.....	98
Overview.....	98
WASTEWATER ADMINISTRATION - Detail .....	101
WASTEWATER LINES - Detail .....	102
WASTEWATER LIFT STATIONS - Detail .....	103
WASTEWATER TREATMENT - Detail.....	104
GARBAGE AND RECYCLING SERVICES.....	105
Overview.....	105
GARBAGE COLLECTION - Detail .....	108
GARBAGE DISPOSAL - Detail.....	109
TOXIC ROUNDUP - Detail .....	110
RECYCLING PROGRAM - Detail.....	111
COMMERCIAL PROPERTIES .....	112
Overview.....	112
GOVERNMENT CENTER.....	113
Overview.....	113
GOVERNMENT CENTER - Detail .....	114
BIG FISH BAY .....	116
Overview.....	116
COMMUNITY SERVICES .....	117
Overview.....	117
COMMUNITY SERVICES ADMINISTRATION - Detail.....	123
VISITOR INFORMATION CENTER - Detail .....	124
FAMILY AND COMMUNITY SUPPORT SERVICES.....	125
FAMILY AND COMMUNITY SUPPORT SERVICES - Detail .....	126
COMMUNITY PROGRAMMING .....	127
SPECIAL EVENTS - Detail.....	128
ADULT PROGRAMMING - Detail.....	129
YOUTH PROGRAMMING - Detail .....	130
MULTI REC CENTRE.....	131
Multi-Rec Centre - Detail .....	132

PARKS AND SPORTS FIELDS .....	135
PARKS - Detail .....	136
SPORTS FIELDS - Detail.....	137
GRASS CUTTING - Detail .....	138
NORTHERN LAKES AQUATIC CENTRE.....	139
NORTHERN LIGHTS AQUATIC CENTRE - Detail.....	140
PLANNING, LAND AND ECONOMIC DEVELOPMENT .....	143
PLANNING AND DEVELOPMENT.....	145
Overview.....	145
PLANNING AND DEVELOPMENT - Detail .....	149
LAND DEVELOPMENT.....	152
Overview.....	152
LAND DEVELOPMENT - Detail .....	153
ECONOMIC DEVELOPMENT .....	154
Overview.....	154
ECONOMIC DEVELOPMENT - Detail.....	155
GRANTS TO OTHER ORGANIZATIONS.....	157
Overview.....	157
SLAVE LAKE AIRPORT COMMISSION.....	158
Overview.....	158
ROTARY CLUB OF SLAVE LAKE PUBLIC LIBRARY .....	159
Overview.....	159
WILDFIRE LEGACY CENTRE .....	160
Overview.....	160
INTER-MUNICIPAL COST SHARING AGREEMENTS.....	161
Overview.....	161
PROPERTY ASSESSMENT .....	162
GENERAL REVENUES .....	163
Overview.....	163
TAXATION.....	164
Overview.....	164
CURRENT DEBT.....	166
DEBT LIMIT .....	167
AMORTIZATION.....	168
RESERVES .....	169

BUDGET PER FINANCIAL STATEMENTS .....	170
CHANGES IN NET ASSETS .....	<b>Error! Bookmark not defined.</b>
CHANGES IN ACCUMULATED SURPLUS .....	172
SPENDING PLANS .....	173



## 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.

## 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.



## 2025 BUDGET HIGHLIGHTS

### Revenues

#### **\$353,000 - User Fees and Sales of Goods**

Projected increase in Fees for service provided by Fire Services are estimated to bring an additional \$200,000 in fees. Other major projected increases derive from additional water revenues.

#### **(\$15,000) – Interest –(decrease)**

Lower interest rates are anticipated to reduce interest income.

#### **(\$1,108,000) - Government Transfers for Operating – (decrease)**

The largest decrease here is for provincial grants for the homeless shelter amounting to \$1,080,000. The shelter program was discontinued in 2024. Overall there is no impact to the Towns budget as revenue here was offset by expenses elsewhere in the budget. The remaining adjustments in funding comes from inter-municipal transfers from the MD of Lesser Slave river from the Fire Services and inter-municipal agreements.

#### **(\$300,000) – Fines and Costs**

The photo radar program in Slave Lake was discontinued in 2024. This brought in approximately \$300,000 in revenues on an annual basis. Net proceeds from the program amounted to \$100,000 annually for the Town.

#### **\$31,000 – Rental Income**

Additional revenue expected to be generated through the Town's recreation facilities.

#### **(\$685,000) - Other Revenue**

2024 had a one time sale of street lights to Atco, this is no longer present in 2025.

The Town's 2025 budget reflects a mix of revenue increases and decreases, driven by program changes and the absence of one-time revenues from the previous year. User fees and sales of goods are expected to rise, largely due to higher fees for fire services and additional revenue from water services. Rental income is also projected to grow as recreation facilities generate more revenue. However, several revenue streams are declining. The most significant reduction comes from the loss of provincial grants tied to the discontinued homeless shelter program, though this change has no net impact on the budget. The elimination of the photo radar program results in a drop in fine revenues, with a modest budget impact. Lower interest rates are expected to reduce investment income, while the absence of last year's one-time sale of streetlights further decreases revenue. These adjustments reflect the Town's shifting financial landscape, with a continued focus on balancing resources and maintaining essential services.

# BUDGET 2025 HIGHLIGHTS

## Expenses

### **(\$185,000) - Personnel**

The largest personnel reduction in the 2025 budget comes from the shutdown of the homeless shelter program, resulting in a cost reduction of \$435,360. However, this reduction is fully offset by grants provided by the Province, meaning there is no net financial impact on the Town's budget.

A one-time adjustment of \$63,000 has also been made in 2025 to reflect a smaller Council for part of the year. This temporary reduction will need to be reinstated in 2026 when a full Council resumes operations.

Despite these changes, there has been a net increase of 1.0 FTE position, along with wage grid adjustments to ensure the Town remains a competitive and attractive employer.

### **(\$546,000) - Contracted and General Services**

The largest reduction in contracted services comes from the closure of the homeless shelter, followed by the discontinuation of the photo radar programs. However, these changes have no net impact on the Town's overall costs, as they are fully offset elsewhere.

Additional cost savings include a \$80,000 reduction in the economic development program, along with further cuts across all departments in contracted and general services, mainly in the areas of travel and training, and supplies. Specific reductions include \$18,000 in employee recruitment costs and \$50,000 in contracted services for corporate services. One time adjusts for equipment for fire services reduced costs there by \$35,000 and well as an additional reduction for planning and development for plans at a reduction of \$30,000.

Despite these savings, the largest cost increase comes from rising RCMP costs, which will add \$170,000 annually to the Town's budget. Additionally, a one-time expense of \$25,000 has been allocated for the 2025 election.

### **(\$357,457) - Materials, supplies and Utilities**

Strategic adjustments to power and gas projections—driven by new pricing and updated contracts—are delivering meaningful cost savings for the Town. One of the most notable reductions comes from the MRC, where the introduction of a cold water generation system for ice surface creation has slashed power costs by \$75,000, showcasing the benefits of energy-efficient innovation.

Further savings have been achieved through a \$60,000 reduction in fuel costs, as well as streamlined spending on materials and supplies across multiple departments. These adjustments reflect the Town's ongoing commitment to fiscal responsibility while optimizing essential services.

# BUDGET 2025 HIGHLIGHTS

## **\$133,000 - Transfers to Individuals and Organizations**

The Town's ongoing investments in key organizations continue to grow, reinforcing our commitment to vital community services. The most notable increases include \$65,000 in additional funding for Slave Lake Airport services, \$30,000 for the Library, and \$25,000 in continued support for the Wildfire Legacy Center. These investments ensure that essential services and community programs remain strong and sustainable.

## **(\$127,000) - Debenture Interest**

Ongoing payments towards the Town's outstanding debt is reducing the interest portion of our payments and further increasing our principal contributions. For more information regarding outstanding debt for the Town see the section on debt.

## **(\$775,000) Net Reserve Transfer**

A year-over-year comparison highlights a notable decrease in reserve transfers, though this is largely due to a one-time increase of \$685,000 in 2024 from the sale of streetlights to ATCO. The most significant reserve reduction in 2025 comes from the discontinued photo radar program, resulting in an actual decline of \$100,000. Despite these reductions, both Fire Services and Community Services continue to see modest year-over-year increases in their respective reserves, ensuring that some funds are set aside for future projects.

The 2025 budget focuses on financial responsibility while maintaining essential services and community support. The closure of the homeless shelter and the discontinuation of the photo radar program resulted in reduced personnel and contracted service costs, though these changes had no net impact on the overall budget as they were offset elsewhere. Additional savings come from reduced utility and fuel costs, with energy efficiencies at the MRC further lowering expenditures. Ongoing debt payments continue to decrease interest costs while increasing principal contributions. At the same time, the Town remains committed to investing in key organizations, with increased funding for the Slave Lake Airport, Library, and Wildfire Legacy Center. Rising RCMP costs and a one-time election expense contribute to overall spending. A decline in reserve transfers is largely due to the one-time sale of streetlights in 2024 and the loss of photo radar revenue, though reserves for Fire Services and Community Services continue to grow to support future needs.

## BUDGET SUMMARY

### Where the Money Comes From

#### 2025 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 - \$6,307,308**

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 - \$235,000**

Interest earned on investments and bank accounts.

##### **Penalties - \$144,075**

Late fees on overdue accounts.

##### **Government Transfers for Operating - \$2,078,535**

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

##### **Licenses and Permits - \$149,900**

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

##### **Fines and Costs - \$95,500**

This includes fine revenue from Community Enforcement services and RCMP. 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

# 2025 BUDGET SUMMARY

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 - \$3,182,549**

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 - \$266,000**

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

## **Where the Money is Spent**

### Major Expenditure Categories

## **2025 Major Expenditures**

### **Salaries, Wages and Benefits - \$7,857,051**

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

### **Contracted and General Services - \$7,006,296**

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 - \$3,216,493**

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 - \$703,950**

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 \$12,000**

Includes bank fees and payment processing fees.

### **Debenture Interest - \$750,388**

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,,083,803**

Reserve transfers are mainly used to fund capital projects.

### **Internal Recoveries - \$1,294,270**

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 -\$2,538,932**

This includes the principal portion of debt repayments.



# 2025 BUDGET SUMMARY

## Operating Budget by Type

The operating budget by type strictly focuses on revenue and expense items, separating out reserve transfers and internal departmental transfers. This perspective gives a straightforward view of the organization's income and expenditure, highlighting trends and comparing them to budgeted expectations. Revenue streams such as user fees, franchise fees, and licenses are assessed in isolation, while expenses are broken down into categories like salaries, contracted services, and debenture interest. This simplified approach is helpful for evaluating the organization's financial health and performance relative to the budget, providing a clear baseline for overall operational outcomes.

### TOWN OF SLAVE LAKE 2025 Operating Budget

Type	2023	2024	2025	2025 vs 2024
	Budget 2023	Budget 2024	Budget 2025	

#### Revenues

Municipal Taxes	\$9,676,058	\$9,868,455	\$9,868,455	\$0
User Fees and Sales of Goods	\$5,834,017	\$5,954,029	\$6,307,308	\$353,279
Interest Earned	\$200,000	\$250,000	\$235,000	(\$15,000)
Penalties	\$143,778	\$143,778	\$144,075	\$297
Government Transfers for Operating	\$2,008,496	\$3,186,812	\$2,078,535	(\$1,108,277)
Licenses and Permits	\$140,903	\$145,624	\$149,900	\$4,276
Fines and Costs	\$395,500	\$395,500	\$95,500	(\$300,000)
Franchise Fees	\$1,440,598	\$1,835,875	\$1,835,875	\$0
Rental Income	\$3,069,601	\$3,150,910	\$3,182,549	\$31,639
Other Revenue	\$266,000	\$951,000	\$266,000	(\$685,000)
<b>Total Revenues</b>	<b>\$23,174,951</b>	<b>\$25,881,983</b>	<b>\$24,163,197</b>	<b>(\$1,718,786)</b>

#### Requisitions

Requisitions Collected	\$2,788,503	\$3,059,888	\$3,046,388	(\$13,500)
Requisitions Expended	\$2,788,503	\$3,059,888	\$3,046,388	(\$13,500)
<b>Net Requisitions</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>Total Net Revenues</b>	<b>\$23,174,951</b>	<b>\$25,881,983</b>	<b>\$24,163,197</b>	<b>(\$1,718,786)</b>
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#### Expenses

Salaries, Wages and Benefits	\$7,412,825	\$8,042,573	\$7,857,051	(\$185,522)
Contracted and General Services	\$6,501,346	\$7,552,912	\$7,002,296	(\$550,616)
Materials, Supplies and Utilities	\$3,057,700	\$3,573,950	\$3,216,493	(\$357,457)



## 2025 BUDGET SUMMARY

Transfers to Individuals and Organizations	\$610,567	\$570,159	\$703,950	\$133,791
Bank Charges	\$13,000	\$13,000	\$12,000	(\$1,000)
Debenture Interest	\$956,843	\$877,530	\$750,388	(\$127,142)
Other Expenses	\$0	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$18,552,281</b>	<b>\$20,630,124</b>	<b>\$19,542,178</b>	<b>(\$1,087,946)</b>
<b>Net Operating Before Transfers and Debt Payments</b>	<b>\$4,622,670</b>	<b>\$5,251,859</b>	<b>\$4,621,019</b>	<b>(\$630,840)</b>
<b>Reserve Transfers</b>				
Transfers from Reserves	\$214,720	\$267,920	\$252,201	(\$15,719)
Transfers to Reserves	\$2,510,991	\$3,110,674	\$2,334,289	(\$776,385)
<b>Net Transfers to Reserves</b>	<b>\$2,296,271</b>	<b>\$2,842,754</b>	<b>\$2,082,088</b>	<b>(\$760,666)</b>
<b>Internal Transfers</b>				
Internal Transfers Revenue	\$1,362,608	\$1,370,515	\$1,294,270	(\$76,245)
Internal Transfers Expenditures	\$1,362,608	\$1,370,515	\$1,294,270	(\$76,245)
<b>Net Internal Transfers</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>
Gain/Loss on Disposal	\$0	\$0	\$0	\$0
Principal Debt Repayment	\$2,326,398	\$2,409,105	\$2,538,932	\$129,827
<b>Total Operating Before Amortization</b>	<b>\$4,622,669</b>	<b>\$5,251,859</b>	<b>\$4,621,020</b>	<b>(\$630,839)</b>
<b>Surplus (Deficit)</b>	<b>\$0</b>	<b>(\$0)</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Items Budgeted, Non-Cash</b>				
Amortization	\$5,946,207	\$6,196,207	\$6,196,207	\$0
<b>Net Income</b>	<b>(\$5,946,207)</b>	<b>(\$6,196,207)</b>	<b>(\$6,196,207)</b>	<b>\$0</b>



# 2025 BUDGET SUMMARY

## Operating Budget by Department

The operating budget by department offers a more comprehensive look at the organization's financial operations, including internal departmental transfers and budgeted reserve transfers. This approach provides a detailed view of how individual departments contribute to the overall budget, offering insights into the financial interactions between them.

### TOWN OF SLAVE LAKE 2025 Operating Budget

Department	2023	2024	2025
	Budget	Budget	Budget
Revenue			
Administration	\$591,747	\$651,263	\$711,286
Police (RCMP)	\$345,479	\$345,479	\$421,756
Fire Services	\$1,274,375	\$1,293,706	\$1,414,995
Bylaw Enforcement	\$442,926	\$440,459	\$67,735
Operation Services	\$821,605	\$828,421	\$761,921
Water Supply and Distribution	\$2,366,866	\$2,405,366	\$2,458,885
Wastewater Treatment and Disposal	\$1,815,733	\$1,833,240	\$1,855,923
Waste Management	\$721,833	\$717,718	\$727,572
Planning, Land and Economic Development	\$275,130	\$325,130	\$366,449
Commercial Properties	\$3,101,853	\$3,188,080	\$3,254,689
Community Services	\$1,249,814	\$2,419,918	\$1,296,819
Grants to Other Organizations	\$287,953	\$287,000	\$287,000
Property Taxation	\$9,785,998	\$9,978,395	\$9,978,395
General Revenue	\$1,670,966	\$2,806,243	\$2,105,245
Total Revenue	\$24,752,278	\$27,520,418	\$25,708,670
Expenses			
Council	\$296,200	\$316,250	\$260,250
Administration	\$3,315,002	\$3,275,052	\$3,387,625
Police (RCMP)	\$2,307,125	\$2,552,083	\$2,728,200
Fire Services	\$1,809,438	\$1,895,183	\$1,918,420
Bylaw Enforcement	\$584,133	\$496,755	\$221,481
Operation Services	\$3,211,827	\$3,645,371	\$3,520,494

## 2025 BUDGET SUMMARY

Water Supply and Distribution	\$2,200,717	\$2,234,157	\$2,269,964
Wastewater Treatment and Disposal	\$1,483,439	\$1,574,585	\$1,558,615
Waste Management	\$721,833	\$717,718	\$727,572
Planning, Land and Economic Development	\$640,659	\$690,192	\$593,357
Commercial Properties	\$1,413,217	\$1,364,687	\$1,271,470
Community Services	\$3,412,042	\$4,633,240	\$3,496,449
Grants to Other Organizations	\$814,248	\$805,040	\$945,451
Property Taxation	\$50,000	\$50,000	\$96,105
General Revenue	\$166,000	\$861,000	\$174,285
<b>Total Expenses</b>	<b>\$22,425,879</b>	<b>\$25,111,313</b>	<b>\$23,169,738</b>
<b>Net Revenue</b>	<b>\$2,326,399</b>	<b>\$2,409,105</b>	<b>\$2,538,932</b>
<b>Principal Debt Repayment</b>	<b>\$2,326,398</b>	<b>\$2,409,105</b>	<b>\$2,538,932</b>
<b>Surplus (Deficit)</b>	<b>\$0</b>	<b>(\$0)</b>	<b>\$0</b>
<b>Amortization</b>	<b>\$5,946,207</b>	<b>\$6,196,207</b>	<b>\$6,196,207</b>
<b>Net Income</b>	<b>(\$5,946,207)</b>	<b>(\$6,196,207)</b>	<b>(\$6,196,207)</b>

## COUNCIL

## Overview

Town of Slave Lake's Council is comprised of 7 elected representatives, including the Mayor and 6 Town Councillors. 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.

## 2025 Budget Summary

COUNCIL	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Expenses</b>					
Salaries, Wages and Benefits	\$231,881	\$244,800	\$244,850	\$181,650	-26%
Contracted and General Services	\$36,012	\$50,800	\$70,800	\$67,500	-5%
Materials, Supplies and Utilities	\$7,082	\$600	\$600	\$11,100	1750%
<b>Total Expenses</b>	<b>\$274,975</b>	<b>\$296,200</b>	<b>\$316,250</b>	<b>\$260,250</b>	<b>-18%</b>
<b>Total Net Operating Requirement</b>	<b>\$274,975</b>	<b>\$296,200</b>	<b>\$316,250</b>	<b>\$260,250</b>	<b>-18%</b>

## Expenses

**Personnel** – Amounts for Council compensation per the compensation policy. Covers bi-weekly allowance, meeting and hourly allowances. (Mayor, Deputy Mayor, 5 Council.)

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

**Materials, Supplies and Utilities** - Includes office supplies and computers for Council.

**COUNCIL - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Expenses</b>					
Salaries	\$92,647	\$100,050	\$100,050	\$74,750	(\$25,300)
Hourly Wages	\$74,876	\$56,250	\$56,250	\$40,500	(\$15,750)
Benefits	\$12,845	\$15,100	\$15,150	\$13,000	(\$2,150)
Standby or Meeting Wages	\$50,810	\$72,400	\$72,400	\$52,400	(\$20,000)
Public Member Honorarium	\$703	\$1,000	\$1,000	\$1,000	\$0
Employee Events	\$2,840	\$1,000	\$1,000	\$2,500	\$1,500
Meeting Fees	\$5,720	\$3,300	\$3,300	\$0	(\$3,300)
Travel & Training	\$14,405	\$30,000	\$50,000	\$50,000	\$0
Hospitality	\$4,363	\$6,000	\$6,000	\$6,000	\$0
Public Relations	\$4,667	\$5,000	\$5,000	\$2,500	(\$2,500)
Professional Services	\$2,517	\$5,000	\$5,000	\$5,000	\$0
Memberships	\$1,500	\$500	\$500	\$1,500	\$1,000
Computer Devices	\$0	\$0	\$0	\$10,500	\$10,500
Office Supplies	\$7,082	\$600	\$600	\$600	\$0
<b>Total Expenses</b>	<b>\$274,975</b>	<b>\$296,200</b>	<b>\$316,250</b>	<b>\$260,250</b>	<b>(\$56,000)</b>
<b>Net Operating (Deficit)</b>	<b>(\$274,975)</b>	<b>(\$296,200)</b>	<b>(\$316,250)</b>	<b>(\$260,250)</b>	<b>\$56,000</b>

**Major Expense Variances (\$5,000+)****Explanation of Changes 2025 vs 2024 - expenditures****Increases - \$13,000**

\$10,500 increase for computer purchases for Council.

**Decreases – \$69,000**

\$63,200 – adjustment to reflect vacant Council seat for 10 months.

\$5,800 – reduction for public relations and meetings

## ADMINISTRATION

### Overview

Included within Administration are the following services

General Administration, Financial and Corporate Services.

#### 2023/2025 3 Year Budget Comparison

ADMINISTRATION	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2023/2025
<b>Revenues</b>					
General Administration	\$439,142	\$342,045	\$386,194	\$463,187	35%
Financial Services	\$226,277	\$243,161	\$259,069	\$242,099	0%
Corporate Services	\$0	\$6,000	\$6,000	\$6,000	0%
<b>Total Revenues</b>	<b>\$665,419</b>	<b>\$591,206</b>	<b>\$651,263</b>	<b>\$711,286</b>	<b>20%</b>
<b>Expenses</b>					
General Administration	\$1,298,160	\$1,140,844	\$1,090,164	\$1,240,937	9%
Financial Services	\$813,195	\$834,958	\$880,458	\$894,259	7%
Corporate Services	\$791,555	\$1,039,200	\$1,304,430	\$1,252,430	21%
<b>Total Expenses</b>	<b>\$2,902,910</b>	<b>\$3,015,002</b>	<b>\$3,275,052</b>	<b>\$3,387,625</b>	<b>12%</b>
<b>Net Transfers to Reserve</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$0</b>	<b>-100%</b>
<b>Total Net Operating Requirement</b>	<b>\$2,537,491</b>	<b>\$2,723,796</b>	<b>\$2,623,789</b>	<b>\$2,676,339</b>	<b>3%</b>

## 2025 Budget Summary

ADMINISTRATION	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$41,518	\$53,500	\$63,500	\$48,500	-24%
Penalties	\$111	\$200	\$200	\$200	0%
Government Transfers for Operating	\$0	\$0	\$20,000	\$40,000	100%
Rental Income	\$4,468	\$0	\$0	\$0	0%
Licenses and Permits	\$80,668	\$91,353	\$96,074	\$90,000	-6%
Other Income	\$126,331	\$50,000	\$50,000	\$50,000	0%
<b>Operating Revenues</b>	<b>\$253,096</b>	<b>\$195,053</b>	<b>\$229,774</b>	<b>\$228,700</b>	<b>0%</b>
Transfers from Reserves	\$110,623	\$114,720	\$137,920	\$198,732	44%
Internal Transfers Revenue	\$301,700	\$281,433	\$283,569	\$283,854	0%
<b>Total Revenues</b>	<b>\$665,419</b>	<b>\$591,206</b>	<b>\$651,263</b>	<b>\$711,286</b>	<b>9%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$1,650,899	\$1,809,185	\$1,917,667	\$2,064,100	8%
Contracted and General Services	\$841,327	\$853,589	\$936,832	\$944,730	1%
Bank Charges	\$28,238	\$12,000	\$12,000	\$12,000	0%
Materials, Supplies and Utilities	\$88,492	\$105,250	\$124,283	\$93,950	-24%
<b>Operating Expenses</b>	<b>\$2,608,956</b>	<b>\$2,780,024</b>	<b>\$2,990,782</b>	<b>\$3,114,780</b>	<b>4%</b>
Transfers to Reserves	\$350,000	\$300,000	\$50,000	\$50,000	0%
Internal Transfers Expenditures	\$243,954	\$234,978	\$234,270	\$218,845	-7%
<b>Total Expenses</b>	<b>\$3,202,910</b>	<b>\$3,315,002</b>	<b>\$3,275,052</b>	<b>\$3,383,625</b>	<b>3%</b>
<b>Total Net Operating Requirement</b>	<b>\$2,537,491</b>	<b>\$2,723,796</b>	<b>\$2,623,789</b>	<b>\$2,672,339</b>	<b>2%</b>

## General Administration

### 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.

### 2025 Budget Summary

GENERAL ADMINISTRATION	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$32,756	\$29,000	\$39,000	\$24,000	-38%
Government Transfers for Operating	\$0	\$0	\$20,000	\$40,000	100%
Other Income	\$126,331	\$50,000	\$50,000	\$50,000	0%
<b>Operating Revenues</b>	<b>\$159,087</b>	<b>\$79,000</b>	<b>\$109,000</b>	<b>\$114,000</b>	<b>5%</b>
Transfers from Reserves	\$110,623	\$114,720	\$137,920	\$198,732	44%
Internal Transfers Revenue	\$169,432	\$148,325	\$139,274	\$150,455	8%
<b>Total Revenues</b>	<b>\$439,142</b>	<b>\$342,045</b>	<b>\$386,194</b>	<b>\$463,187</b>	<b>20%</b>

**Expenses**

Salaries, Wages and Benefits	\$628,550	\$565,485	\$451,667	\$572,200	27%
Contracted and General Services	\$386,753	\$328,510	\$339,510	\$385,310	13%
Materials, Supplies and Utilities	\$21,275	\$34,550	\$42,083	\$32,750	-22%
<b>Operating Expenses</b>	<b>\$1,036,578</b>	<b>\$928,545</b>	<b>\$833,260</b>	<b>\$990,260</b>	<b>19%</b>
Transfers to Reserves	\$50,000	\$0	\$50,000	\$50,000	0%
Internal Transfers Expenditures	\$211,582	\$212,299	\$206,904	\$196,677	-5%
<b>Total Expenses</b>	<b>\$1,298,160</b>	<b>\$1,140,844</b>	<b>\$1,090,164</b>	<b>\$1,236,937</b>	<b>13%</b>
<b>Total Net Operating Requirement</b>	<b>\$859,018</b>	<b>\$798,799</b>	<b>\$703,970</b>	<b>\$773,750</b>	<b>10%</b>

**Revenues**

**User Fees and Sales of Goods** include administration charges and digital sign advertising.

**Government Transfers for Operations** Grant funding for intern position.

**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.

**Expenses**

**Personnel costs** Includes Executive Assistant, Intern, CAO, 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.



## GENERAL ADMINISTRATION - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Fees For Service	\$18,854	\$9,000	\$9,000	\$9,000	\$0
Fees For Service - Charge Station	\$0	\$0	\$0	\$0	
Advertising Revenue	\$9,434	\$20,000	\$30,000	\$15,000	(\$15,000)
Other Income	\$50,000	\$50,000	\$50,000	\$50,000	\$0
Provincial Grants	\$0	\$0	\$20,000	\$40,000	\$20,000
<b>Operating Revenue</b>	<b>\$78,288</b>	<b>\$79,000</b>	<b>\$109,000</b>	<b>\$114,000</b>	<b>\$5,000</b>
Transfer from Reserve	\$0	\$0	\$18,300	\$39,862	\$21,562
Internal Cost Recovery	\$169,432	\$148,325	\$139,274	\$150,455	\$11,181
<b>Total Revenue</b>	<b>\$247,720</b>	<b>\$227,325</b>	<b>\$266,574</b>	<b>\$304,317</b>	<b>\$37,743</b>
<b>Expenses</b>					
Salaries	\$205,945	\$149,247	\$88,067	\$150,200	\$62,133
Overtime	\$3,746	\$6,000	\$3,000	\$6,000	\$3,000
Hourly Wages	\$12,181	\$0	\$0	\$0	\$0
Benefits	\$76,458	\$87,130	\$16,200	\$36,400	\$20,200
Travel & Training	\$5,804	\$3,500	\$3,500	\$3,500	\$0
Freight & Postage	\$30,314	\$31,000	\$30,000	\$29,000	(\$1,000)
Mobile Device Services	\$3,196	\$1,800	\$1,800	\$1,800	\$0
Telephone & Security Line Services	\$33,509	\$32,500	\$32,500	\$32,500	\$0
Hospitality	\$3,194	\$800	\$800	\$3,000	\$2,200
Advertising	\$2,757	\$1,500	\$1,500	\$1,500	\$0
Public Relations	\$9,542	\$2,000	\$2,000	\$2,000	\$0
Professional Services	\$296	\$5,000	\$5,000	\$5,000	\$0
Legal Services	\$27,497	\$6,500	\$6,500	\$10,000	\$3,500
Memberships	\$15,199	\$12,500	\$12,500	\$12,500	\$0
Contracted Services	\$2,769	\$4,000	\$4,000	\$4,000	\$0
Equipment Rental	\$85,713	\$57,800	\$32,800	\$32,800	\$0
Insurance Claims	\$0	\$5,000	\$5,000	\$5,000	\$0
Insurance	\$138,698	\$138,000	\$175,000	\$185,000	\$10,000
Elections	\$5,171	\$0	\$0	\$25,000	\$25,000
Promotional Items	\$0	\$0	\$0	\$4,000	\$4,000

Coffee Supplies	\$6,368	\$7,600	\$7,800	\$8,000	\$200
Materials	\$0	\$10,000	\$10,000	\$10,000	\$0
Office Supplies	\$14,726	\$16,450	\$23,783	\$14,000	(\$9,783)
Bad Debt	\$425	\$0	\$0		
<b>Total Operating Expenses</b>	<b>\$683,508</b>	<b>\$578,327</b>	<b>\$461,750</b>	<b>\$581,200</b>	<b>\$119,450</b>
Transfer to Reserve	\$50,000	\$0	\$50,000	\$50,000	\$0
Own Equipment	\$2,372	\$2,679	\$2,366	\$2,169	(\$197)
Internal Recovery	\$209,210	\$209,620	\$204,538	\$194,508	(\$10,030)
<b>Total Expenses</b>	<b>\$945,090</b>	<b>\$790,626</b>	<b>\$718,654</b>	<b>\$827,877</b>	<b>\$109,223</b>
<b>Net Operating (Deficit)</b>	<b>(\$697,370)</b>	<b>(\$563,301)</b>	<b>(\$452,080)</b>	<b>(\$523,560)</b>	<b>(\$71,480)</b>

### Major Revenue Variances (\$5,000+)

#### Explanation of Changes 2025 vs 2024 – revenues

##### Increases - \$20,000

\$20,000 provincial grant funding for municipal intern. Total grant funding for an Intern position was \$60,000 for a period of 18 months. \$20,000 was allocated to 2024 and \$40,000 for 2025.

\*21,562 increase from reserves over 2024 to offset tax increases in the 2025 year.

##### Decreases - \$15,000

\$15,000 reduction in projected advertising revenue.

### Major Expenditure Variances (\$5,000+)

#### Explanation of Changes 2025 vs 2024 - expenditures

##### Increases - \$120,333

\$85,333 increase from 2024 - full year wages for intern position.  
 \$25,000 amounts allocated for election  
 \$10,000 for insurance costs.

## CAO - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Expenses</b>					
Salaries	\$177,235	\$177,317	\$189,500	\$190,000	\$500
Benefits	\$37,644	\$29,800	\$35,100	\$35,900	\$800
CAO Office - Vehicle Allowance	\$5,608	\$6,091	\$5,000	\$0	(\$5,000)
Employee Awards	\$5,754	\$10,000	\$10,000	\$10,000	\$0
CAO Office - Gifts	\$51	\$1,000	\$1,000	\$1,000	\$0
Travel & Training	\$7,358	\$4,000	\$4,000	\$10,000	\$6,000
Mobile Device Services	\$2,264	\$540	\$540	\$540	\$0
Telephone & Security Line Services	\$479	\$450	\$450	\$450	\$0
Hospitality	\$1,336	\$2,000	\$2,000	\$2,000	\$0
Public Relations	\$500	\$300	\$300	\$300	\$0
Professional Services	\$3,591	\$3,000	\$3,000	\$3,000	\$0
Memberships	\$627	\$1,000	\$1,000	\$1,000	\$0
<b>Total Expenses</b>	<b>\$242,447</b>	<b>\$235,498</b>	<b>\$251,890</b>	<b>\$254,190</b>	<b>\$2,300</b>
<b>Net Operating (Deficit)</b>	<b>(\$242,447)</b>	<b>(\$235,498)</b>	<b>(\$251,890)</b>	<b>(\$254,190)</b>	<b>(\$2,300)</b>

## Major Expenditure Variances (\$5,000+)

### Explanation of Changes 2025 vs 2024 - expenditures

#### Increases - \$6,000

\$6,000 – increase for training.

#### Decreases - \$5,000

\$5,000 reduction in Vehicle allowance.

**PROJECT MANAGER - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Transfer from Reserve	\$110,623	\$114,720	\$119,620	\$158,870	\$39,250
Provincial Grants	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$110,623</b>	<b>\$114,720</b>	<b>\$119,620</b>	<b>\$158,870</b>	<b>\$39,250</b>
<b>Expenses</b>					
Salaries	\$84,948	\$88,000	\$91,500	\$129,500	\$38,000
Overtime	\$3,909	\$4,000	\$4,000	\$4,000	\$0
Benefits	\$20,876	\$17,900	\$19,300	\$20,200	\$900
Travel & Training	\$0	\$3,280	\$3,280	\$3,280	\$0
Mobile Device Services	\$486	\$540	\$540	\$540	\$0
Hospitality	\$0	\$250	\$250	\$350	\$100
Memberships	\$223	\$250	\$250	\$250	\$0
Materials	\$181	\$500	\$500	\$750	\$250
<b>Total Expenses</b>	<b>\$110,623</b>	<b>\$114,720</b>	<b>\$119,620</b>	<b>\$158,870</b>	<b>\$39,250</b>
<b>Net Operating (Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Major Expenditure Variances (\$5,000+)****Explanation of Changes 2025 vs 2024 – expenditures**

Wage grid adjustments to recognize engineering designation and expanded service capacity.

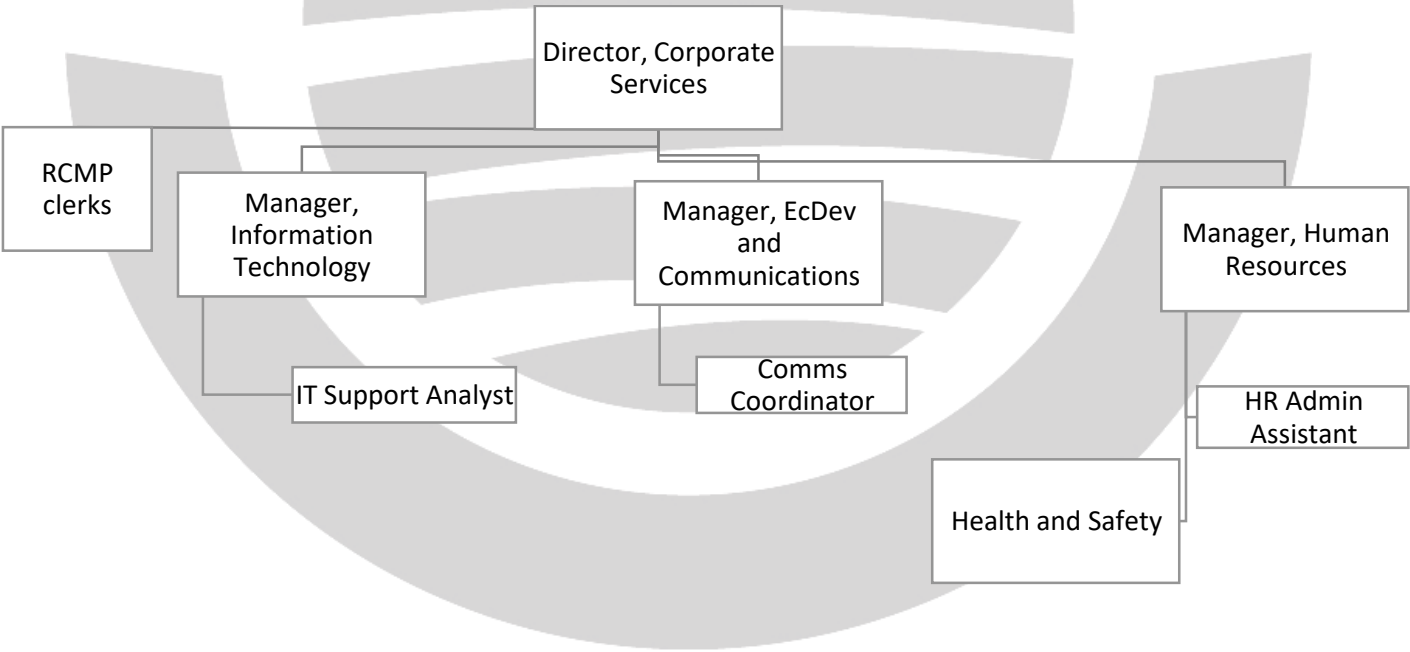
CORPORATE SERVICES

Overview

Corporate Services division oversees key operational areas critical to the success of the organization. These areas include:

- Human Resources:** Managing talent acquisition, employee development, and workforce planning to ensure a skilled and engaged workforce.
- Information Technology:** Ensuring robust and scalable technology infrastructure, cybersecurity, and digital transformation to support operations.
- Economic Development & Communication:** Driving initiatives to foster sustainable growth, innovation, and community partnerships. For Communications: Developing strategic communication frameworks to enhance internal collaboration and external engagement, ensuring clear and consistent messaging across all channels.
- Occupational Health and Safety:** ensuring a safe and healthy work environment for employees, contractors, and the public.

This budget allocation reflects the resources required to maintain and strengthen these core functions, driving operational efficiency and supporting our long-term objectives.



**2023/2025 3 Year Budget  
Comparison**

<b>CORPORATE SERVICES</b>	<b>2023 Actual</b>	<b>2023 Budget</b>	<b>2024 Budget</b>	<b>2025 Budget</b>	<b>% Change 2023/2025</b>
<b>Revenues</b>					
Information Technology	\$0	\$6,000	\$6,000	\$6,000	0%
Operating Revenues	\$0	\$6,000	\$6,000	\$6,000	0%
<b>Expenses</b>					
Corporate Services Admin	\$0	\$0	\$307,650	\$263,250	100%
Human Resources	\$327,073	\$485,020	\$299,820	\$301,380	-38%
Health and Safety	\$55,276	\$24,700	\$118,280	\$118,840	381%
Information Technology	\$409,206	\$529,480	\$578,680	\$568,960	7%
Total Expenses	\$791,555	\$1,039,200	\$1,304,430	\$1,252,430	21%
Total Net Operating Requirement	\$791,555	\$1,033,200	\$1,298,430	\$1,246,430	21%
Net Reserve Transfers	\$300,000	\$300,000	\$0	\$0	-100%
Total Net Operating Requirement	\$1,091,555	\$1,333,200	\$1,298,430	\$1,246,430	-7%

## 2025 Budget Summary

CORPORATE SERVICES	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$0	\$6,000	\$6,000	\$6,000	0%
<b>Total Revenue</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>0%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$408,946	\$590,400	\$776,200	\$785,200	1%
Contracted and General Services	\$318,903	\$384,100	\$452,030	\$412,030	-9%
Materials, Supplies and Utilities	\$63,706	\$64,700	\$76,200	\$55,200	-28%
<b>Operating Expenses</b>	<b>\$791,555</b>	<b>\$1,039,200</b>	<b>\$1,304,430</b>	<b>\$1,252,430</b>	<b>-4%</b>
Transfers to Reserves	\$300,000	\$300,000	\$0	\$0	0%
<b>Total Expenses</b>	<b>\$1,091,555</b>	<b>\$1,339,200</b>	<b>\$1,304,430</b>	<b>\$1,252,430</b>	<b>-4%</b>
<b>Total Net Operating Requirement</b>	<b>\$1,091,555</b>	<b>\$1,333,200</b>	<b>\$1,298,430</b>	<b>\$1,246,430</b>	<b>-4%</b>

**2025 Budget Summary**

<b>CORPORATE SERVICES ADMINISTRATION</b>	<b>2023 Actual</b>	<b>2023 Budget</b>	<b>2024 Budget</b>	<b>2025 Budget</b>	<b>% Change 2024/2025</b>
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**Expenses**

Salaries, Wages and Benefits	\$0	\$0	\$250,100	\$256,300	2%
Contracted and General Services	\$0	\$0	\$57,050	\$6,700	-88%
Materials, Supplies and Utilities	\$0	\$0	\$500	\$250	-50%
<b>Operating Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$307,650</b>	<b>\$263,250</b>	<b>-14%</b>
<b>Total Net Operating Requirement</b>	<b>\$0</b>	<b>\$0</b>	<b>\$307,650</b>	<b>\$263,250</b>	<b>-14%</b>

**Expenditures**

**Personnel** – Includes costs for Corporate Services Administration and related personnel costs.

Director of Corporate Services  
Communications Coordinator  
2.0 FTE

**Contracted and General Services** Includes amounts for, phones and security lines, training, memberships and consulting services.

**Materials, Supplies and Utilities** Includes amounts for office supplies.



## Corporate Services Admin - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Expenses</b>					
Salaries	\$0	\$0	\$202,400	\$206,400	\$4,000
Overtime	\$0	\$0	\$3,000	\$3,000	\$0
Benefits	\$0	\$0	\$44,700	\$46,900	\$2,200
Travel & Training	\$0	\$0	\$6,000	\$6,000	\$0
Mobile Device Services	\$0	\$0	\$500	\$500	\$0
Memberships	\$0	\$0	\$550	\$200	(\$350)
Contracted Services	\$0	\$0	\$50,000	\$0	(\$50,000)
Office Supplies	\$0	\$0	\$500	\$250	(\$250)
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$307,650</b>	<b>\$263,250</b>	<b>(\$44,400)</b>
<b>Net Operating (Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$307,650)</b>	<b>(\$263,250)</b>	<b>\$44,400</b>

## Major Expenditure Variances (\$5,000+)

### Explanation of Changes 2025 vs 2024 - expenditures

#### Decreases - \$50,000

\$50,000 reduction for contracted services. 2024 had amounts budgeted for Homeless shelter consulting.

## Initiatives

### Enhanced Community Engagement

Launch community forums, town halls, and virtual Q&A sessions to engage with residents and gather feedback on the Town's plans and services

### Proactive Public Relations and Media Outreach

Build relationships with local and regional media to share positive stories about the Town's growth, business opportunities, and community events

### Promotional Campaigns for Business and Tourism

Implement marketing campaigns to attract businesses, investors, and tourists, highlighting the Town's assets, events, and economic opportunities.

## Strategic Plan

### Internal Communication and Collaboration

Build a framework for effective internal communication among Town departments to ensure cohesive messaging and coordination.

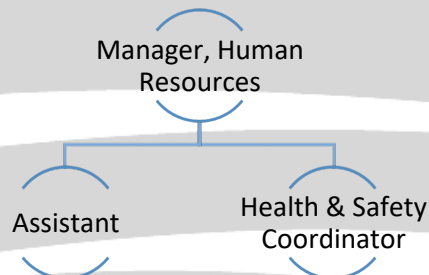
## Human Resources

### 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 employs around 69 full and part-time staff, plus 49 casual workers. 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

### Recruitment and Staffing

Assists all departments with comprehensive recruitment, including creating ads and interview questions, arranging interviews, pre-screening candidates and sharing findings with hiring managers, leading interviews, checking references, onboarding, orientation, and notifying unsuccessful candidates.

### Employee Relations

Addresses employee inquiries and concerns, encompassing conflict resolution, guiding managers and supervisors on employee-related issues such as disciplinary actions, workplace accommodations, investigations, terminations, and handling 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.

### Training and Development

Human Resources organizes various training programs annually to enhance skills and careers. A key initiative this year is to coordinate a leadership development program for senior management and institute a corporate-wide training program to help our staff develop the core competencies needed to be successful in their current positions and to position them for lateral positions or promotions. In 2025/26 Human Resources will focus on strengthening our corporate training & development program.

### Compensation and Benefits

Works with Payroll to handle benefits changes and manage short- and long-term disability cases. Tracks and processes probations (successful and unsuccessful). Develops and updates job descriptions and organization charts.

### Policy Development and Compliance

Human Resources must develop and update employment policies according to organizational needs and changes, ensuring adherence to current legislation. Must adhere to legal requirements to maintain HR records and have a comprehensive understanding of all labour laws (Employment Standards, Human Rights legislation, Labour laws, OH&S).

## 2025 Budget Summary

HUMAN RESOURCES	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Expenses</b>					
Salaries, Wages and Benefits	\$237,165	\$399,200	\$214,000	\$218,900	2%
Contracted and General Services	\$88,389	\$83,820	\$83,820	\$80,480	-4%
Materials, Supplies and Utilities	\$1,519	\$2,000	\$2,000	\$2,000	0%
<b>Total Expenses</b>	<b>\$327,073</b>	<b>\$485,020</b>	<b>\$299,820</b>	<b>\$301,380</b>	<b>1%</b>

<b>Total Net Operating Requirement</b>	<b>\$327,073</b>	<b>\$485,020</b>	<b>\$299,820</b>	<b>\$301,380</b>	<b>1%</b>
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## Expenditures

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

Human Resources Manager  
Human Resources Assistant  
2.0 FTE

**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.

## HUMAN RESOURCES - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Expenses</b>					
Salaries	\$177,348	\$313,400	\$159,100	\$162,300	\$3,200
Overtime	\$10,551	\$5,000	\$9,200	\$9,000	(\$200)
Benefits	\$39,266	\$65,800	\$35,700	\$37,600	\$1,900
Health Spending	\$10,000	\$15,000	\$10,000	\$10,000	\$0
Employee Awards	\$2,898	\$2,500	\$2,500	\$2,900	\$400
Employee Recruitment	\$49,313	\$51,000	\$51,000	\$33,000	(\$18,000)
Travel & Training	\$5,150	\$5,700	\$5,700	\$4,500	(\$1,200)
Training	\$4,093	\$14,000	\$14,000	\$9,000	(\$5,000)
Mobile Device Services	\$1,843	\$1,620	\$1,620	\$1,080	(\$540)
Professional Services	\$25,092	\$7,000	\$7,000	\$30,000	\$23,000
Software	\$0	\$2,000	\$2,000	\$0	(\$2,000)
Office Supplies	\$1,519	\$2,000	\$2,000	\$2,000	\$0
<b>Total Expenses</b>	<b>\$327,073</b>	<b>\$485,020</b>	<b>\$299,820</b>	<b>\$301,380</b>	<b>\$1,560</b>
<b>Net Operating (Deficit)</b>	<b>(\$327,073)</b>	<b>(\$485,020)</b>	<b>(\$299,820)</b>	<b>(\$301,380)</b>	<b>(\$1,560)</b>

## Major Expenditure Variances (\$5,000+)

### Explanation of Changes 2025 vs 2024 - expenditures

#### **Increases - \$29,000**

\$23,000 – increase to legal services.

\$5,100 – increase payroll related costs.

#### **Decreases - \$23,000**

\$18,000 – reduction to employee recruitment.

\$5000 – reduction to corporate wide training.

## 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.

## Strategic Plan

### Policy Development and Compliance

Commit to regular review and update of employment policies.

### HR Continuous Improvement

Aim to implement new methods for continually enhancing HR processes. In addition, identifying continuous improvement strategies that could be implemented to be more collaborative and adaptable to meet the evolving HR needs of the town.

### Recruitment, selection, and retention

Actively recruit suitable candidates for the organization and focus on retaining them.

### Respectful Conduct in the Workplace

Encourage respect and politeness among staff by implementing supportive policies and practices.

### Training and development

Cultivate a learning culture by investing in professional development and training for our staff, enabling career growth and future opportunities.

## Health and Safety

### Overview

The Town of Slave Lake (TOSL) management team ensures safe and healthy work environments for employees, 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.

We strive to exceed provincial OHS legislation and other regulations with regular 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

### Workplace Health Programs

Aims to enhance employee well-being through wellness initiatives like mental health support and fitness activities which boost productivity and job satisfaction. Ergonomics management helps prevent musculoskeletal disorders by ensuring workspaces are designed to minimize physical strain.

### Risk Assessment and Hazard Identification

We evaluate the workplace to detect potential hazards and assess their risks to employee's health and safety. This helps us in implementing preventive measures and ensuring that the environment remains safe and compliant with safety regulations. All TOSL worksites are inspected twice per year by the Health and Safety Committee on a rotational basis.

### Incident Investigation and Reporting

The department assesses workplace accidents to determine their causes and prevent future occurrences. This process involves documenting the incident, analyzing the contributing factors, and implementing corrective actions to improve safety measures and compliance. All incidents and near misses are investigated to identify root cause(s) and prevent incident recurrence.

**Safety Training and Education**

All staff are provided with the knowledge and skills necessary to recognize hazards and respond appropriately in emergencies. By equipping workers with essential safety practices and protocols, organizations can foster a culture of safety and reduce the risk of accidents and injuries in the workplace.

**Qualifications, Orientation, and Training**

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

**Emergency Response Planning**

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

**Regulatory Compliance and Audits**

The Town of Slave Lake ensures adherence to safety laws and standards set by local, provincial, and federal authorities. Regular audits help identify gaps in compliance, allowing companies to address them proactively and maintain a safe and lawful working environment.

**2025 Budget Summary**

HEALTH AND SAFETY	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Expenses</b>					
Salaries, Wages and Benefits	\$38,067	\$0	\$92,600	\$95,100	3%
Contracted and General Services	\$16,798	\$23,500	\$24,480	\$21,540	-12%
Materials, Supplies and Utilities	\$411	\$1,200	\$1,200	\$2,200	83%
<b>Total Expenses</b>	<b>\$55,276</b>	<b>\$24,700</b>	<b>\$118,280</b>	<b>\$118,840</b>	<b>0%</b>
<b>Total Net Operating Requirement</b>	<b>\$55,276</b>	<b>\$24,700</b>	<b>\$118,280</b>	<b>\$118,840</b>	<b>0%</b>

**Expenditures**

**Personnel** – Health and Safety personnel and related costs.

Health and Safety Officer

1.0 FTE

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

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

**HEALTH AND SAFETY - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Expenses</b>					
Salaries	\$31,201	\$0	\$74,300	\$75,800	\$1,500
Overtime	\$636	\$0	\$1,000	\$1,000	\$0
Benefits	\$6,230	\$0	\$17,300	\$18,300	\$1,000
Travel & Training	\$0	\$0	\$0	\$2,000	\$2,000
Training	\$11,953	\$11,000	\$11,000	\$11,000	\$0
Mobile Device Services	\$256	\$0	\$480	\$540	\$60
Auditing Services	\$0	\$0	\$0	\$0	\$0
IT Licencing	\$4,589	\$12,500	\$13,000	\$8,000	(\$5,000)
Materials	\$411	\$1,200	\$1,200	\$2,200	\$1,000
<b>Total Expenses</b>	<b>\$55,276</b>	<b>\$24,700</b>	<b>\$118,280</b>	<b>\$118,840</b>	<b>\$560</b>
<b>Net Operating (Deficit)</b>	<b>(\$55,276)</b>	<b>(\$24,700)</b>	<b>(\$118,280)</b>	<b>(\$118,840)</b>	<b>(\$560)</b>

**Major Variances (\$5,000+)****Explanation of Changes 2025 vs 2024 - expenditures**

\$5,000 decrease for software licensing.



## 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

#### Infrastructure Management

Maintaining and upgrading the organization's hardware, software, and networking systems to ensure reliability and scalability.

Budget focus: Investment in new servers, cloud solutions, and network security.

#### Systems Integration and Support

Managing the integration and seamless operation of internal and external systems, including enterprise resource planning (ERP) and other specialized software.

Budget focus: Systems upgrades, license renewals, and software support contracts.

#### Digital Transformation

Driving innovation through automation, data analytics, and digital tools to improve operational efficiency.

Budget focus: Investment in new technologies, AI solutions, and business intelligence platforms.

#### 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 safekeeping of information and the continuous day-to-day operations of the Town that staff and residents count on. Works with consultants to review the town's security setup and practices are ongoing and ever-changing. Leads in both the identification of potential threats and the associated mitigative strategies to implement by working with employees and developing effective measures to ensure the safekeeping of information. Implementing and monitoring security protocols to safeguard the organization's data and digital assets.

Budget focus: Enhanced cybersecurity measures, threat detection systems, and compliance with data protection regulations.

### User Support and Training

Providing technical support and training to ensure employees effectively use IT resources and systems. Budget focus: IT helpdesk services, employee training programs, and user adoption tools.

### IT Governance and Compliance

Ensuring that IT operations align with regulatory standards and industry best practices, while optimizing costs and efficiency.

Budget focus: IT audits, risk management, and compliance monitoring tools.

### Disaster Recovery and Business Continuity

Developing and maintaining disaster recovery plans and backup systems to ensure business continuity in case of system failures or emergencies.

Budget focus: Redundant systems, off-site backups, and disaster recovery planning tools.

### Vendor and Asset Management

Overseeing relationships with external technology vendors and managing IT assets, including procurement, maintenance, and lifecycle management.

Budget focus: Vendor contracts, software licenses, and hardware asset tracking.

#### 2025 Budget Summary

INFORMATION TECHNOLOGY	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$0	\$6,000	\$6,000	\$6,000	0%
Operating Revenues	\$0	\$6,000	\$6,000	\$6,000	0%
<b>Expenses</b>					
Salaries, Wages and Benefits	\$133,714	\$191,200	\$219,500	\$214,900	-2%
Contracted and General Services	\$213,716	\$276,780	\$286,680	\$303,310	6%
Materials, Supplies and Utilities	\$61,776	\$61,500	\$72,500	\$50,750	-30%
Operating Expenses	\$409,206	\$529,480	\$578,680	\$568,960	-2%
Transfers to Reserves	\$300,000	\$300,000	\$0	\$0	0%
Total Expenses	\$709,206	\$829,480	\$578,680	\$568,960	-2%
Total Net Operating Requirement	\$709,206	\$823,480	\$572,680	\$562,960	-2%

### Revenues

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

## Expenditures

**Personnel** IT and related personnel costs.

Manager of IT  
IT Coordinator  
2.0 FTE

**Contracted and General Services** Includes amounts for departmental training, Town office internet services cost, contracted computer support and IT organizational software.

**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.

### INFORMATION TECHNOLOGY - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Cost Recovery	\$0	\$6,000	\$6,000	\$6,000	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$0</b>
<b>Expenses</b>					
Salaries	\$106,975	\$154,800	\$167,700	\$171,000	\$3,300
Overtime	\$1,933	\$3,000	\$15,000	\$5,000	(\$10,000)
Benefits	\$24,720	\$33,400	\$36,800	\$38,900	\$2,100
Travel & Training	\$1,556	\$2,600	\$12,800	\$12,800	\$0
Freight & Postage	\$286	\$350	\$350	\$350	\$0
Internet Services	\$19,424	\$23,540	\$23,540	\$23,540	\$0
Mobile Device Services	\$741	\$540	\$1,080	\$1,080	\$0
Contracted Services	\$49,891	\$80,000	\$64,800	\$51,100	(\$13,700)
Software Licencing	\$141,818	\$169,750	\$184,110	\$214,440	\$30,330
Supplies	\$11,508	\$12,000	\$13,000	\$13,000	\$0
Computer Equipment	\$48,404	\$40,000	\$50,000	\$30,000	(\$20,000)
Office Supplies	\$1,864	\$3,500	\$3,500	\$1,750	(\$1,750)
Computer Purchase Program	\$0	\$6,000	\$6,000	\$6,000	\$0
<b>Total Operating Expenses</b>	<b>\$409,120</b>	<b>\$529,480</b>	<b>\$578,680</b>	<b>\$568,960</b>	<b>(\$9,720)</b>
IT Transfer to Reserve	\$300,000	\$300,000	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$709,120</b>	<b>\$829,480</b>	<b>\$578,680</b>	<b>\$568,960</b>	<b>(\$9,720)</b>
<b>Net Operating (Deficit)</b>	<b>(\$709,120)</b>	<b>(\$823,480)</b>	<b>(\$572,680)</b>	<b>(\$562,960)</b>	<b>\$9,720</b>

## Major Revenue Variances (\$5,000+)

### Explanation of Changes 2025 vs 2024 – revenues

None.

## Major Expenditure Variances (\$5,000+)

### Explanation of Changes 2025 vs 2024 - expenditures

#### **Increases - \$30,000**

\$Additional security software and other software related costs \$30,000.

#### **Reductions - \$43,700**

\$13,700 reduction for contracted services to Trinus.

\$20,000 reduction for computer equipment.

\$10,000 reduction for overtime

2025 is the target year that the Townsuite software will be operational. The Town will have to run both its current software (Diamond) for part of the year until the full transition. Current software licencing fees have to be paid for the full year. In order to partially offset the additional costs for the year a reduction to the computer equipment budget has been made.

## Emerging Issues

### Cybersecurity

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

### Technological Innovation

The identification and utilization of new technologies in an ongoing and changing environment requires individuals to continually adapt their skills and for the Town of Slave Lake to be able to identify skill gaps and methods to address them. New software can be a great investment; however, without adequate time and training to implement the new software/system, the potential gains may not be fully realized.

## Initiatives

**IT Infrastructure Upgrades** The Town has started building processes to replace digital assets like servers, mobile devices, and computers when they become outdated. Continuous updates to hardware, software, and network infrastructure are important to support higher performance and reduce downtime.

**Mobile Device Management** – developing MDM solutions to secure and manage mobile devices accessing company networks. Creating and enforcing Bring Your Own Device policies to ensure security and compliance when employees use personal devices for work.

**Cybersecurity Enhancements** - Regular security assessments and audits, continuous monitoring of networks and systems, employee cybersecurity training and awareness programs, and keeping software and systems up to date with patches and updates.

**Digital Transformation** – assessing current processes and identifying areas for digital improvements, implementing modern technology solutions to streamline operations, and leveraging cloud computing.

**IT Service Management (ITSM)** – continue to build ITSM frameworks i.e. ITIL (Information Technology Infrastructure Library) to improve service delivery, improve service catalog and request management process, and monitor and improve service desk performance.

**Vendor Management** – ensuring compliance with service-level agreements (SLAs), and managing vendor relationships and contracts effectively.

### Strategic Plan

#### Enterprise Resource Planning (ERP) System

The Town's current investment in an ERP software solution should consolidate various individual systems into one package while adding new functionalities and services. ERP systems integrate different computer systems within an organization, allowing departments to maintain their own optimized systems but access them through a single interface.

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.

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 with in 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.



## 2025 Budget Summary

FINANCIAL SERVICES	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$13,230	\$18,500	\$18,500	\$18,500	0%
Penalties	\$111	\$200	\$200	\$200	0%
Licenses and Permits	\$80,668	\$91,353	\$96,074	\$90,000	-6%
Operating Revenues	\$94,009	\$110,053	\$114,774	\$108,700	-5%
Internal Transfers Revenue	\$132,268	\$133,108	\$144,295	\$133,399	-8%
Total Revenues	\$226,277	\$243,161	\$259,069	\$242,099	-7%
<b>Expenses</b>					
Salaries, Wages and Benefits	\$613,403	\$653,300	\$689,800	\$706,700	2%
Contracted and General Services	\$135,671	\$140,979	\$145,292	\$147,390	1%
Bank Charges	\$28,238	\$12,000	\$12,000	\$12,000	0%
Materials, Supplies and Utilities	\$3,511	\$6,000	\$6,000	\$6,000	0%
Operating Expenses	\$780,823	\$812,279	\$853,092	\$872,090	2%
Internal Transfers Expenditures	\$32,372	\$22,679	\$27,366	\$22,169	-19%
Total Expenses	\$813,195	\$834,958	\$880,458	\$894,259	2%
Total Net Operating Requirement	\$586,918	\$591,797	\$621,389	\$652,160	5%

## 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.

## Expenditures

**Personnel** – Finance and related personnel costs.

Director of Finance

Finance Specialist

Payroll and Benefits Administrator

Utilities Clerk



Tax Clerk  
 Front Desk Clerk  
 Accounts Payable Clerk - PT  
 Accounts Receivable Clerk - PT  
 7.0 FTE

**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.

### FINANCE - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Fees For Service	\$13,230	\$18,500	\$18,500	\$18,500	\$0
Business Licenses	\$80,668	\$91,353	\$96,074	\$90,000	(\$6,074)
Interest Earned	\$111	\$200	\$200	\$200	\$0
<b>Total Operating Revenue</b>	<b>\$94,009</b>	<b>\$110,053</b>	<b>\$114,774</b>	<b>\$108,700</b>	<b>(\$6,074)</b>
Internal Cost Recovery	\$132,268	\$133,108	\$144,295	\$133,399	(\$10,896)
<b>Total Revenue</b>	<b>\$226,277</b>	<b>\$243,161</b>	<b>\$259,069</b>	<b>\$242,099</b>	<b>(\$16,970)</b>
<b>Expenses</b>					
Salaries	\$335,227	\$462,672	\$487,000	\$498,200	\$11,200
Overtime	\$13,128	\$9,000	\$9,000	\$9,000	\$0
Hourly Wages	\$154,449	\$73,428	\$73,300	\$73,300	\$0
Benefits	\$110,599	\$108,200	\$120,500	\$126,200	\$5,700
Employee Events	\$6,000	\$6,000	\$7,000	\$7,000	\$0
Travel & Training	\$1,715	\$8,000	\$10,000	\$10,000	\$0
Mobile Device Services	\$0	\$540	\$540	\$540	\$0
Hospitality	\$681	\$1,000	\$1,100	\$1,100	\$0
Professional Services	\$351	\$0	\$0	\$0	\$0
Legal Services	\$9,207	\$9,000	\$9,000	\$9,000	\$0
Auditing Services	\$40,529	\$37,000	\$37,000	\$38,000	\$1,000
Taxation Services	\$76,542	\$60,689	\$61,902	\$63,000	\$1,098
Memberships	\$260	\$750	\$750	\$750	\$0

Professional Fees	\$386	\$2,000	\$2,000	\$2,000	\$0
Contracted Services	\$0	\$15,000	\$15,000	\$15,000	\$0
Office Supplies	\$3,511	\$6,000	\$6,000	\$6,000	\$0
Bank Charges	\$26,121	\$10,000	\$10,000	\$10,000	\$0
Credit Card Fees & Late Charge	\$2,117	\$2,000	\$2,000	\$2,000	\$0
Bad Debt Expense	\$0	\$1,000	\$1,000	\$1,000	\$0
<b>Total Operating Expenses</b>	<b>\$780,823</b>	<b>\$812,279</b>	<b>\$853,092</b>	<b>\$872,090</b>	<b>\$18,998</b>
Own Equipment	\$2,372	\$2,679	\$2,366	\$2,169	(\$197)
Internal Transfer Expense	\$30,000	\$20,000	\$25,000	\$20,000	(\$5,000)
<b>Total Expenses</b>	<b>\$813,195</b>	<b>\$834,958</b>	<b>\$880,458</b>	<b>\$894,259</b>	<b>\$13,801</b>
<b>Net Operating (Deficit)</b>	<b>(\$586,918)</b>	<b>(\$591,797)</b>	<b>(\$621,389)</b>	<b>(\$652,160)</b>	<b>(\$30,771)</b>

### Major Revenue Variances (\$5,000+)

#### Explanation of Changes 2025 vs 2024 – revenues

#### Decreases - \$6,074

\$6,074 reduction to business license revenue. Post Covid there was an uptick in business license growth. With 2023 and 2024 not recognizing the continuing trend of additional business license growth the forecasts have been adjusted to bring it inline with current expectations.

### Major Expenditure Variances (\$5,000+)

#### Explanation of Changes 2025 vs 2024 - expenditures

\$16,900 – wage grid and payroll related costs.

### 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

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

### 2023/2025 3 Year Budget Comparison

POLICE SERVICES	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2023/2025
<b>Revenues</b>					
Police Services	\$438,129	\$345,479	\$345,479	\$421,756	22%
Operating Revenues	\$438,129	\$345,479	\$345,479	\$421,756	22%
<b>Expenses</b>					
Police Services	\$2,408,786	\$2,307,625	\$2,552,083	\$2,728,200	18%
Total Expenses	\$2,408,786	\$2,307,625	\$2,552,083	\$2,728,200	18%
Total Net Operating Requirement	\$1,970,657	\$1,962,146	\$2,206,604	\$2,306,444	18%

## 2025 Budget Summary

Police Services (RCMP)	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
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## Revenues

User Fees and Sales of Goods	\$27,850	\$27,500	\$27,500	\$27,500	0%
Government Transfers for Operating	\$353,208	\$277,979	\$277,979	\$354,256	27%
Fines and Costs	\$57,071	\$40,000	\$40,000	\$40,000	0%
<b>Total Revenues</b>	<b>\$438,129</b>	<b>\$345,479</b>	<b>\$345,479</b>	<b>\$421,756</b>	<b>22%</b>

## Expenses

Salaries, Wages and Benefits	\$156,363	\$197,300	\$220,200	\$225,700	2%
Contracted and General Services	\$2,252,423	\$2,109,825	\$2,331,383	\$2,502,000	7%
Materials, Supplies and Utilities	\$0	\$500	\$500	\$500	0%
<b>Total Expenses</b>	<b>\$2,408,786</b>	<b>\$2,307,625</b>	<b>\$2,552,083</b>	<b>\$2,728,200</b>	<b>7%</b>

<b>Total Net Operating Requirement</b>	<b>\$1,970,657</b>	<b>\$1,962,146</b>	<b>\$2,206,604</b>	<b>\$2,306,444</b>	<b>5%</b>
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## 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.

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

## Expenditures

## 2025

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

3 x RCMP Clerks

3.0 FTE

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

**POLICE - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Fees For Service	\$27,850	\$27,500	\$27,500	\$27,500	\$0
Fines and Fees	\$57,071	\$40,000	\$40,000	\$40,000	\$0
Provincial Grants	\$353,208	\$277,979	\$277,979	\$354,256	\$76,277
<b>Total Revenue</b>	<b>\$438,129</b>	<b>\$345,479</b>	<b>\$345,479</b>	<b>\$421,756</b>	<b>\$76,277</b>
<b>Expenses</b>					
Salaries	\$118,241	\$157,900	\$175,600	\$178,900	\$3,300
Wages	\$11,782	\$0	\$0	\$0	\$0
Benefits	\$26,340	\$39,400	\$44,600	\$46,800	\$2,200
Travel and Training	\$0	\$2,000	\$2,000	\$2,000	\$0
Contract Services	\$2,252,423	\$2,107,825	\$2,329,383	\$2,500,000	\$170,617
Office Supplies	\$0	\$500	\$500	\$500	\$0
<b>Total Expenses</b>	<b>\$2,408,786</b>	<b>\$2,307,625</b>	<b>\$2,552,083</b>	<b>\$2,728,200</b>	<b>\$176,117</b>
<b>Net Operating (Deficit)</b>	<b>(\$1,970,657)</b>	<b>(\$1,962,146)</b>	<b>(\$2,206,604)</b>	<b>(\$2,306,444)</b>	<b>(\$99,840)</b>

**Major Revenue Variances (\$5,000)****Explanation of Changes 2025 vs 2024 – revenues****\$76,227 allocation adjustment.**

This does not represent additional funding. Previous budgets had part of the Police grant recognized in a Community Enforcement line item. This has been fixed in the 2025 budget going forward. This cost center will show an additional amount and the reduction will be seen in Community Enforcement.

**Major Expenditure Variances (\$5,000+)****Explanation of Changes 2025 vs 2024 - expenditures****Increases - \$170,000**

\$170,617 increase in RCMP service costs per the forecasted amounts provided by the RCMP

**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.

## FIRE PROGRAM

### 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.

#### 2023/2025 3 Year Budget Comparison

FIRE PROGRAM	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2023/2025
<b>Revenues</b>					
Fire Services	\$1,565,613	\$939,575	\$970,206	\$1,097,895	17%
Search and Rescue	\$0	\$0	\$0	\$0	0%
Dangerous Goods	\$24,047	\$7,500	\$7,500	\$7,500	0%
Disaster Services	\$0	\$0	\$0	\$0	0%
Fire Smart	\$291,028	\$327,300	\$316,000	\$309,600	-5%
<b>Operating Revenues</b>	<b>\$1,880,688</b>	<b>\$1,274,375</b>	<b>\$1,293,706</b>	<b>\$1,414,995</b>	<b>11%</b>
<b>Expenses</b>					
Fire Services	\$1,644,177	\$1,212,238	\$1,262,083	\$1,253,920	3%
Search and Rescue	\$4,694	\$9,400	\$9,400	\$9,400	0%
Dangerous Goods	\$44,231	\$21,500	\$21,500	\$21,500	0%
Disaster Services	\$6,014	\$4,000	\$4,000	\$4,000	0%
Fire Smart	\$366,028	\$402,300	\$418,200	\$434,600	8%
<b>Total Expenses</b>	<b>\$2,065,144</b>	<b>\$1,649,438</b>	<b>\$1,715,183</b>	<b>\$1,723,420</b>	<b>4%</b>
<b>Net Transfer To Reserve</b>	<b>\$160,000</b>	<b>\$160,000</b>	<b>\$180,000</b>	<b>\$200,000</b>	<b>25%</b>
<b>Total Net Operating Requirement</b>	<b>\$344,456</b>	<b>\$535,063</b>	<b>\$601,477</b>	<b>\$508,425</b>	<b>-5%</b>

## 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.



## 2025 Budget Summary

FIRE PROGRAM	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$1,052,547	\$257,500	\$277,500	\$557,500	101%
Government Transfers for Operating	\$743,692	\$986,875	\$1,016,206	\$857,495	-16%
Rental Income	\$0	\$30,000	\$0	\$0	0%
Other Revenue	\$84,449	\$0	\$0	\$0	0%
<b>Total Revenues</b>	<b>\$1,880,688</b>	<b>\$1,274,375</b>	<b>\$1,293,706</b>	<b>\$1,414,995</b>	<b>9%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$1,207,972	\$995,138	\$1,046,900	\$1,078,401	3%
Contracted and General Services	\$535,019	\$367,264	\$368,264	\$383,100	4%
Materials, Supplies and Utilities	\$308,984	\$283,021	\$297,421	\$254,321	-14%
Debenture Interest	\$13,169	\$4,015	\$2,598	\$2,598	0%
<b>Operating Expenses</b>	<b>\$2,065,144</b>	<b>\$1,649,438</b>	<b>\$1,715,183</b>	<b>\$1,718,420</b>	<b>0%</b>
Transfers to Reserves	\$160,000	\$160,000	\$180,000	\$200,000	11%
<b>Total Expenses</b>	<b>\$2,225,144</b>	<b>\$1,809,438</b>	<b>\$1,895,183</b>	<b>\$1,918,420</b>	<b>1%</b>
<b>Total Net Operating Requirement</b>	<b>\$344,456</b>	<b>\$535,063</b>	<b>\$601,477</b>	<b>\$503,425</b>	<b>-16%</b>

## Revenues

**User Fees and Sales of Goods** Includes fees for services such as inspections, cot rentals, contracts and WUI Trailer usage, motor vehicle accidents revenues received from the province. Training program revenue is also included for the 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 and recognition of Fire Smart Fundig

## Expenditures

**Personnel** Includes Fire Program 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.

**Fire Services**

Fire Chief  
Deputy Fire Chief  
Maintenance Officer  
Administrative Office Assistant  
4.0 FTE  
Volunteers – Variable

**Fire Smart**

Fire Officer  
Fire Fighter  
Fire Fighter  
Fire Fighter  
4.0 FTE

**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.

## FIRE SERVICES - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Fees for Service	\$25,000	\$35,000	\$35,000	\$235,000	\$200,000
MVA & Mutual Aid	\$100,083	\$115,000	\$115,000	\$115,000	\$0
Training Program Revenue	\$79,026	\$100,000	\$120,000	\$200,000	\$80,000
Deployment Revenue	\$824,391	\$0	\$0	\$0	\$0
Rent Revenue	\$0	\$30,000	\$0	\$0	\$0
Other Revenue	\$74,449	\$0	\$0	\$0	\$0
Donations	\$10,000	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$5,000	\$5,000
MD Cost Sharing Agreement	\$452,664	\$659,575	\$700,206	\$542,895	(\$157,311)
<b>Total Revenue</b>	<b>\$1,565,613</b>	<b>\$939,575</b>	<b>\$970,206</b>	<b>\$1,097,895</b>	<b>\$127,689</b>
<b>Expenses</b>					
Salaries	\$388,361	\$339,434	\$367,100	\$371,601	\$4,501
Overtime	\$98,716	\$60,000	\$60,000	\$60,000	\$0
Hourly Wages	\$168,304	\$30,104	\$30,000	\$30,000	\$0
Benefits	\$114,515	\$76,600	\$84,800	\$90,200	\$5,400
Standby or Meeting Wages	\$29,700	\$30,000	\$30,000	\$30,000	\$0
Fire Brigade	\$71,986	\$75,000	\$75,000	\$80,000	\$5,000
Employee Awards	\$778	\$5,000	\$5,000	\$5,000	\$0
Volunteer Appreciation	\$7,544	\$10,000	\$10,000	\$10,000	\$0
Travel & Training	\$41,357	\$40,000	\$40,000	\$40,000	\$0
Freight & Postage	\$7,222	\$6,000	\$6,000	\$6,000	\$0
Internet Services	\$8,084	\$7,800	\$7,800	\$10,800	\$3,000
Mobile Device Services	\$7,654	\$5,640	\$5,640	\$5,640	\$0
Telephone & Security Line Services	\$9,815	\$5,400	\$5,400	\$9,396	\$3,996
Radios	\$47,998	\$35,000	\$35,000	\$35,000	\$0
Hospitality	\$8,967	\$10,000	\$10,000	\$10,000	\$0
Advertising	\$0	\$0	\$0	\$0	\$0
Medical Services	\$1,625	\$4,350	\$4,350	\$5,000	\$650
Memberships	\$4,708	\$4,000	\$4,000	\$4,000	\$0
Equipment Repairs & Maintenance	\$75,675	\$70,000	\$70,000	\$80,000	\$10,000
Building Repairs & Maintenance	\$18,834	\$25,000	\$25,000	\$30,000	\$5,000
Contracted Services	\$19,902	\$10,000	\$10,000	\$10,000	\$0
Dispatch Services	\$23,105	\$23,500	\$24,500	\$20,000	(\$4,500)
Equipment Rental	\$6,922	\$5,060	\$5,060	\$5,100	\$40

Training Programs	\$189,186	\$40,000	\$40,000	\$40,000	\$0
IT - Licensing	\$0	\$6,150	\$6,150	\$2,800	(\$3,350)
Insurance	\$29,860	\$29,710	\$29,710	\$29,710	\$0
Town Own Utilities	\$4,221	\$7,175	\$7,175	\$7,175	\$0
Clothing, Uniforms, Footwear	\$70,880	\$65,000	\$65,000	\$30,000	(\$35,000)
Janitorial Supplies	\$3,250	\$2,800	\$2,800	\$2,800	\$0
Training Supplies	\$5,060	\$5,000	\$5,000	\$5,000	\$0
Medical Supplies	\$0	\$0	\$0	\$5,000	
Office Equipment	\$4,526	\$4,000	\$4,000	\$4,000	\$0
Materials	\$64,163	\$52,500	\$52,500	\$60,000	\$7,500
Fuel, Oil Other	\$27,945	\$45,000	\$55,000	\$45,000	(\$10,000)
Power	\$34,647	\$39,000	\$43,500	\$39,500	(\$4,000)
Gas	\$16,962	\$19,000	\$19,000	\$17,600	(\$1,400)
Equipment	\$11,177	\$10,000	\$10,000	\$10,000	\$0
Office Supplies	\$5,359	\$5,000	\$5,000	\$5,000	\$0
Debenture Interest	\$13,169	\$4,015	\$2,598	\$2,598	\$0
Bad Debt	\$2,000	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$1,644,177</b>	<b>\$1,212,238</b>	<b>\$1,262,083</b>	<b>\$1,253,920</b>	<b>(\$13,163)</b>
Transfer to Reserve	\$160,000	\$160,000	\$180,000	\$200,000	\$20,000
<b>Total Expenses</b>	<b>\$1,804,177</b>	<b>\$1,372,238</b>	<b>\$1,442,083</b>	<b>\$1,453,920</b>	<b>\$6,837</b>
<b>Net Operating (Deficit)</b>	<b>(\$238,564)</b>	<b>(\$432,663)</b>	<b>(\$471,877)</b>	<b>(\$356,025)</b>	<b>\$120,852</b>

### Major Revenue Variances (\$5,000)

#### Explanation of Changes 2025 vs 2024 – revenues

##### Increases - \$285,000

\$200,000 – Increase to Fees for Service. \$100,000 cot rentals. \$100,000 WUI Trailer deployment

\$80,000 – Increase for training program service revenue

\$5,000 – Provincial grant

##### Decreases - \$157,000

\$157,311 decrease in MD of Lesser Slave River contributions due to higher revenue earned.

## Major Expenditure Variances (\$5,000+)

### Explanation of Changes 2025 vs 2024 – expenditures

#### Increases - \$57,500

\$20,000 to reserve transfer. Slowing bringing contributions to reserve to pay for equipment replacement costs.

\$10,000 wage grid and payroll related costs.

\$10,000 to equipment / vehicle repairs. Brings budget inline with current trends.

\$7,500 to materials based on rising costs.

\$5,000 to Fire Brigade payments. These payments are distributed to volunteers based upon number of hours/points they earn providing services.

\$5,000 to building Repairs. Building is getting older requiring more annual repairs.

#### Reductions - \$54,900

\$35,000 to Clothing. There was a \$35,000 increase in budget 23/24 to purchase new gear. This is no longer required in 2025.

\$10,000 to fuel costs. Have found alternative sources for fuel costs.

\$5,400 decrease to power and gas costs based upon new contract pricing.

\$4,500 to dispatching services. Lower contracted needs.

## 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.

**SEARCH AND RESCUE - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Provincial Grants	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Travel & Training	\$2,001	\$4,250	\$4,250	\$4,250	\$0
Training	\$0	\$0	\$0	\$0	\$0
Memberships	\$0	\$200	\$200	\$200	\$0
Equipment Repairs & Maintenance	\$127	\$2,000	\$2,000	\$2,000	\$0
Contracted Services	\$0	\$0	\$0	\$0	\$0
Materials	\$590	\$500	\$500	\$500	\$0
Fuel, Oil Other	\$0	\$2,200	\$2,200	\$2,200	\$0
Office Supplies	\$1,976	\$250	\$250	\$250	\$0
<b>Total Expenses</b>	<b>\$4,694</b>	<b>\$9,400</b>	<b>\$9,400</b>	<b>\$9,400</b>	<b>\$0</b>
<b>Net Operating (Deficit)</b>	<b>(\$4,694)</b>	<b>(\$9,400)</b>	<b>(\$9,400)</b>	<b>(\$9,400)</b>	<b>\$0</b>

**Major Expenditure Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – expenditures

None.

**DANGEROUS GOODS - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
MVA & Mutual Aid	\$24,047	\$7,500	\$7,500	\$7,500	\$0
<b>Total Revenue</b>	<b>\$24,047</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$0</b>
<b>Expenses</b>					
Travel & Training	\$5,725	\$4,000	\$4,000	\$4,000	\$0
Training	\$0	\$0	\$0	\$0	\$0
Equipment Repairs & Maintenance	\$980	\$2,500	\$2,500	\$2,500	\$0
Clothing, Uniforms, Footwear	\$0	\$5,000	\$5,000	\$5,000	\$0
Materials	\$37,526	\$10,000	\$10,000	\$10,000	\$0
<b>Total Expenses</b>	<b>\$44,231</b>	<b>\$21,500</b>	<b>\$21,500</b>	<b>\$21,500</b>	<b>\$0</b>
<b>Net Operating (Deficit)</b>	<b>(\$20,184)</b>	<b>(\$14,000)</b>	<b>(\$14,000)</b>	<b>(\$14,000)</b>	<b>\$0</b>

**Major Expenditure Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – expenditures

None.

Explanation of Changes 2026 vs 2025 – expenditures

None.

**DISASTER SERVICES - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Provincial Grants	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Materials	\$6,014	\$4,000	\$4,000	\$4,000	\$0
<b>Total Expenses</b>	<b>\$6,014</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$0</b>
<b>Net Operating (Deficit)</b>	<b>(\$6,014)</b>	<b>(\$4,000)</b>	<b>(\$4,000)</b>	<b>(\$4,000)</b>	<b>\$0</b>

**Major Expenditure Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – expenditures

None.

Explanation of Changes 2026 vs 2025 – expenditures

None.



## 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.

#### 2025 Budget Summary

FIRE SMART	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
Government Transfers for Operating	\$291,028	\$327,300	\$316,000	\$309,600	-2%
<b>Total Revenues</b>	<b>\$291,028</b>	<b>\$327,300</b>	<b>\$316,000</b>	<b>\$309,600</b>	<b>-2%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$336,390	\$384,000	\$400,000	\$416,600	4%
Contracted and General Services	\$14,950	\$11,704	\$11,704	\$11,704	0%
Materials, Supplies and Utilities	\$14,688	\$6,596	\$6,496	\$6,296	-3%
<b>Operating Expenses</b>	<b>\$366,028</b>	<b>\$402,300</b>	<b>\$418,200</b>	<b>\$434,600</b>	<b>4%</b>
<b>Total Net Operating Requirement</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$102,200</b>	<b>\$125,000</b>	<b>22%</b>

### Revenues

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

### Expenditures

**Personnel** – Includes Fire Smart and related personnel costs.

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

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

**FIRESMART - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Other Revenue	\$0	\$0	\$0	\$0	\$0
Provincial Grants	\$216,028	\$252,300	\$216,000	\$184,600	(\$31,400)
MD Cost Sharing Agreement	\$75,000	\$75,000	\$100,000	\$125,000	\$25,000
<b>Total Revenue</b>	<b>\$291,028</b>	<b>\$327,300</b>	<b>\$316,000</b>	<b>\$309,600</b>	<b>(\$6,400)</b>
<b>Expenses</b>					
Salaries	\$218,940	\$288,800	\$300,500	\$312,400	\$11,900
Overtime	\$60,512	\$30,000	\$30,000	\$30,000	\$0
Hourly Wages	\$0	\$0	\$0	\$0	\$0
Benefits	\$56,768	\$65,200	\$69,500	\$74,200	\$4,700
Travel & Training	\$5,498	\$5,000	\$5,000	\$5,000	\$0
Mobile Device Services	\$4,080	\$1,704	\$1,704	\$1,704	\$0
Equipment Repairs & Maintenance	\$5,372	\$5,000	\$5,000	\$5,000	\$0
Clothing, Uniforms, Footwear	\$7,256	\$2,500	\$2,500	\$2,500	\$0
Materials	\$3,478	\$1,500	\$1,500	\$1,500	\$0
Fuel, Oil Other	\$3,954	\$2,596	\$2,496	\$2,296	(\$200)
<b>Total Expenses</b>	<b>\$365,858</b>	<b>\$402,300</b>	<b>\$418,200</b>	<b>\$434,600</b>	<b>\$16,400</b>
<b>Net Operating (Deficit)</b>	<b>(\$74,830)</b>	<b>(\$75,000)</b>	<b>(\$102,200)</b>	<b>(\$125,000)</b>	<b>(\$22,800)</b>

**Major Revenue Variances (\$5,000)****Explanation of Changes 2025 vs 2024 – revenue**

\$31,400 - Continual decrease of remaining grant funding.

\$25,000 increased funding from MD of Lesser Slave River.

**Major Expenditure Variances (\$5,000+)****Explanation of Changes 2025 vs 2024 – expenditures**

**\$16,600 - Increases**

\$16,600 wage grid and payroll related costs.

## 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.

### 2023/2025 3 Year Budget Comparison

COMMUNITY ENFORCEMENT	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2023/2025
<b>Revenues</b>					
Bylaw Enforcement	\$135,796	\$431,277	\$431,277	\$55,000	-87%
Animal Control	\$735	\$11,649	\$9,182	\$12,735	9%
<b>Operating Revenues</b>	<b>\$136,531</b>	<b>\$442,926</b>	<b>\$440,459</b>	<b>\$67,735</b>	<b>-85%</b>
<b>Expenses</b>					
Bylaw Enforcement	\$371,354	\$548,633	\$476,282	\$184,212	-66%
Animal Control	\$82,399	\$55,200	\$40,173	\$56,969	3%
<b>Total Expenses</b>	<b>\$453,753</b>	<b>\$603,833</b>	<b>\$516,455</b>	<b>\$241,181</b>	<b>-60%</b>
<b>Total Net Operating Requirement</b>	<b>\$317,222</b>	<b>\$160,907</b>	<b>\$75,996</b>	<b>\$173,446</b>	<b>8%</b>

### Revenues

**Government Transfers for Operating** – MD of Lesser Slave River contributions to animal control services.

**Licenses and Permits** – includes animal licensing fees.

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

### Expenses

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

2025  
1.0 Peace Officer  
0.5 Bylaw Officer  
1.5 FTE

**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.

**Internal Transfers Expenditures** – Fleet vehicle usage allocation.



## PEACE OFFICERS - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
General Permit Revenue	\$12,059	\$15,000	\$15,000	\$15,000	\$0
Fines and Fees	\$34,330	\$40,000	\$40,000	\$40,000	\$0
Photo Radar Fines	\$89,407	\$300,000	\$300,000	\$0	(\$300,000)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Provincial Grants	\$0	\$76,277	\$76,277	\$0	(\$76,277)
<b>Total Revenue</b>	<b>\$135,796</b>	<b>\$431,277</b>	<b>\$431,277</b>	<b>\$55,000</b>	<b>(\$376,277)</b>
<b>Expenses</b>					
Salaries	\$136,914	\$134,300	\$75,100	\$77,200	\$2,100
Overtime	\$11,350	\$2,000	\$2,200	\$2,000	(\$200)
Benefits	\$30,815	\$28,700	\$16,100	\$17,100	\$1,000
Travel & Training	\$9,330	\$9,500	\$9,500	\$9,500	\$0
Training	\$0	\$0	\$0	\$0	\$0
Freight & Postage	\$399	\$520	\$520	\$520	\$0
Mobile Device Services	\$3,040	\$1,673	\$1,673	\$1,673	\$0
Telephone and Security Lines	\$0	\$0	\$0	\$4,620	
Hospitality	\$399	\$500	\$500	\$500	\$0
Advertising	\$0	\$1,500	\$1,500	\$1,500	\$0
Signage	\$2,637	\$500	\$500	\$500	\$0
Legal Services	\$45,201	\$2,000	\$4,000	\$4,000	\$0
Memberships	\$154	\$700	\$700	\$700	\$0
Equipment Repairs & Maintenance	\$3,851	\$6,000	\$6,000	\$6,000	\$0
Contracted Services	\$87,411	\$228,000	\$228,000	\$28,000	(\$200,000)
Clothing, Uniforms, Footwear	\$4,437	\$2,625	\$2,750	\$2,888	\$138
Materials	\$11,713	\$6,500	\$6,750	\$7,088	\$338
<b>Total Operating Expenses</b>	<b>\$347,651</b>	<b>\$425,018</b>	<b>\$355,793</b>	<b>\$163,789</b>	<b>(\$196,624)</b>
Transfer to Reserve	\$0	\$100,000	\$100,000	\$0	(\$100,000)
Own Equipment	\$3,466	\$3,915	\$789	\$723	(\$66)
<b>Total Expenses</b>	<b>\$351,117</b>	<b>\$528,933</b>	<b>\$456,582</b>	<b>\$164,512</b>	<b>(\$296,690)</b>
<b>Net Operating (Deficit)</b>	<b>(\$215,321)</b>	<b>(\$97,656)</b>	<b>(\$25,305)</b>	<b>(\$109,512)</b>	<b>(\$79,587)</b>

Major Revenue Variances (\$5,000+)

Explanation of Changes 2025 vs 2024 – revenue

Decreases - \$300,000

\$300,000 removal of Photo radar revenue. Net photo radar funds get transferred to reserve. While there is no operating impact from the loss of this revenue this represents a decrease in reserve funding for various capital projects.

\$76,227 reallocation of Policing grant that was being budgeted here, it is now shown in the RCMP Budget. This has no impact to budget.

Major Expenditure Variances (\$5,000+)

Explanation of Changes 2025 vs 2024 – expenditures

Reductions - \$300,000

\$200,000 reduction in Photo radar contracted services.

\$100,000 reduction in reserve transfers from photo radar cancellation.

### ANIMAL CONTROL - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Animal Licenses	\$735	\$620	\$620	\$620	\$0
Fines and Fees	\$0	\$500	\$500	\$500	\$0
MD Cost Sharing Agreement	\$0	\$10,529	\$8,062	\$11,615	\$3,553
<b>Total Revenue</b>	<b>\$735</b>	<b>\$11,649</b>	<b>\$9,182</b>	<b>\$12,735</b>	<b>\$3,553</b>
<b>Expenses</b>					
Salaries	\$23,344	\$23,900	\$13,300	\$21,700	\$8,400
Overtime	\$3,217	\$500	\$400	\$500	\$100
Hourly Wages	\$22,677	\$8,000	\$8,000	\$13,300	\$5,300
Benefits	\$7,916	\$5,900	\$2,900	\$5,600	\$2,700
Travel & Training	\$961	\$500	\$500	\$500	\$0
Mobile Device Services	\$0	\$296	\$296	\$296	\$0
Advertising	\$0	\$500	\$500	\$500	\$0
Equipment Repairs & Maintenance	\$0	\$540	\$565	\$570	\$5
Building Repairs & Maintenance	\$2,247	\$2,163	\$2,270	\$2,380	\$110
Contracted Services	\$0	\$2,000	\$2,000	\$2,000	\$0
Insurance	\$704	\$700	\$700	\$700	\$0
Supplies	\$10,356	\$811	\$1,000	\$1,000	\$0
Clothing, Uniforms, Footwear	\$755	\$500	\$500	\$500	\$0
Janitorial Supplies	\$2,739	\$500	\$1,000	\$1,500	\$500
Materials	\$407	\$1,575	\$1,653	\$2,000	\$347
Power	\$3,118	\$2,600	\$3,500	\$3,200	(\$300)
Office Supplies	\$492	\$300	\$300	\$0	(\$300)
<b>Total Operating Expenses</b>	<b>\$78,933</b>	<b>\$51,285</b>	<b>\$39,384</b>	<b>\$56,246</b>	<b>\$16,862</b>
Own Equipment	\$3,466	\$3,915	\$789	\$723	(\$66)
<b>Total Expenses</b>	<b>\$82,399</b>	<b>\$55,200</b>	<b>\$40,173</b>	<b>\$56,969</b>	<b>\$16,796</b>
<b>Net Operating (Deficit)</b>	<b>(\$81,664)</b>	<b>(\$43,551)</b>	<b>(\$30,991)</b>	<b>(\$44,234)</b>	<b>(\$13,243)</b>

### Major Revenue Variances (\$5,000+)

Explanation of Changes 2025 vs 2024 – revenue  
None.

Major Expenditure Variances (\$5,000+)

Explanation of Changes 2025 vs 2024 – expenditures  
\$16,500 wage grid and payroll related expenses.





## 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.

## 2023/2025 3 Year Budget Comparison

Operations	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2023/2025
<b>Revenues</b>					
Administration	\$0	\$2,500	\$2,500	\$2,500	0%
Fleet Services	\$693,122	\$782,963	\$789,358	\$722,858	-8%
Shop Services	\$15,000	\$15,000	\$15,000	\$15,000	0%
Street Light Services	\$0	\$0	\$0	\$0	0%
Engineering Services	\$375	\$300	\$300	\$300	0%
Cemetery Services	\$25,445	\$20,842	\$21,263	\$21,263	2%
<b>Total Revenues</b>	<b>\$733,942</b>	<b>\$821,605</b>	<b>\$828,421</b>	<b>\$761,921</b>	<b>-7%</b>
<b>Expenses</b>					
Administration	\$108,702	\$104,687	\$110,812	\$114,772	10%
Fleet Services	\$393,122	\$482,963	\$489,358	\$422,858	-12%
Shop Services	\$285,766	\$225,644	\$225,573	\$212,094	-6%
Gravel Street Services	\$236,280	\$267,218	\$228,463	\$258,114	-3%
Paved Road Services	\$463,979	\$531,408	\$523,590	\$509,615	-4%
Drainage Services	\$113,104	\$127,959	\$127,625	\$124,871	-2%
Snow Removal Services	\$396,101	\$463,199	\$449,088	\$447,592	-3%
Street Light Services	\$375,263	\$311,261	\$488,500	\$457,200	47%
Traffic Control Services	\$122,454	\$125,466	\$126,063	\$108,686	-13%
Engineering Services	\$109,269	\$110,776	\$110,408	\$107,949	-3%
Cemetery Services	\$51,593	\$61,246	\$63,391	\$56,744	-7%
<b>Total Expenses</b>	<b>\$2,655,633</b>	<b>\$2,811,827</b>	<b>\$2,942,871</b>	<b>\$2,820,494</b>	<b>0%</b>
<b>Net Transfer To Reserves</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$700,000</b>	<b>\$700,000</b>	<b>75%</b>
<b>Total Net Operating Requirement</b>	<b>\$2,321,691</b>	<b>\$2,390,222</b>	<b>\$2,814,450</b>	<b>\$2,758,573</b>	<b>15%</b>

## 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.

**2025 Budget Summary**

Operations	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$25,820	\$21,950	\$21,950	\$21,950	0%
Government Transfers for Operating	\$0	\$1,692	\$2,113	\$2,113	0%
<b>Operating Revenues</b>	<b>\$25,820</b>	<b>\$23,642</b>	<b>\$24,063</b>	<b>\$24,063</b>	<b>0%</b>
Transfers from Reserves	\$0	\$0	\$0	\$0	0%
Internal Transfers Revenue	\$708,122	\$797,963	\$804,358	\$737,858	-8%
<b>Total Revenues</b>	<b>\$733,942</b>	<b>\$821,605</b>	<b>\$828,421</b>	<b>\$761,921</b>	<b>-8%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$919,885	\$898,995	\$873,500	\$893,900	2%
Contracted and General Services	\$513,277	\$502,696	\$486,156	\$479,316	-1%
Materials, Supplies and Utilities	\$739,854	\$866,840	\$1,034,936	\$944,146	-9%
Debenture Interest	\$0	\$0	\$0	\$0	0%
<b>Operating Expenses</b>	<b>\$2,173,016</b>	<b>\$2,268,531</b>	<b>\$2,394,592</b>	<b>\$2,317,362</b>	<b>-3%</b>
Transfers to Reserves	\$402,500	\$402,500	\$702,500	\$702,500	0%
Internal Transfers	\$480,117	\$540,796	\$545,779	\$500,632	-8%
<b>Total Expenses</b>	<b>\$3,055,633</b>	<b>\$3,211,827</b>	<b>\$3,642,871</b>	<b>\$3,520,494</b>	<b>-3%</b>
<b>Total Net Operating Requirement</b>	<b>\$2,321,691</b>	<b>\$2,390,222</b>	<b>\$2,814,450</b>	<b>\$2,758,573</b>	<b>-2%</b>

**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.

### 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.

Director of Operations  
Admin Assistant  
Mechanic  
Engineering Technologist  
Public Works Supervisor  
Public Works Operator (1)  
Public Works Operator (2)  
Public Works Operator (3)  
Public Works Operator (4)  
Public Works Operator (5)  
10.0 FTE

**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.

**OPERATIONS ADMINISRTATION - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Fees For Service	\$0	\$2,500	\$2,500	\$2,500	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$0</b>
<b>Expenses</b>					
Salaries	\$67,718	\$64,900	\$70,900	\$72,300	\$1,400
Overtime	\$124	\$2,675	\$2,700	\$0	(\$2,700)
Benefits	\$15,390	\$13,800	\$16,400	\$17,200	\$800
General Services	\$734	\$3,250	\$750	\$0	(\$750)
Travel & Training	\$590	\$2,000	\$2,000	\$0	(\$2,000)
Internet Services	\$0	\$0	\$0	\$5,400	
Mobile Device Services	\$217	\$540	\$540	\$540	\$0
Telephone & Security Line Services	\$3,898	\$6,732	\$6,732	\$6,732	\$0
Radios	\$4,296	\$4,500	\$4,500	\$4,500	\$0
Hospitality	\$103	\$200	\$200	\$200	\$0
Advertising	\$0	\$0	\$0	\$0	\$0
Legal Services	\$14,527	\$1,000	\$1,000	\$1,000	\$0
Memberships	\$1,105	\$200	\$200	\$200	\$0
Equipment Rental	\$0	\$3,200	\$3,200	\$6,700	\$3,500
Office Supplies	\$0	\$1,690	\$1,690	\$0	(\$1,690)
<b>Total Expenses</b>	<b>\$108,702</b>	<b>\$104,687</b>	<b>\$110,812</b>	<b>\$114,772</b>	<b>(\$1,440)</b>
<b>Net Operating (Deficit)</b>	<b>(\$108,702)</b>	<b>(\$102,187)</b>	<b>(\$108,312)</b>	<b>(\$112,272)</b>	<b>\$1,440</b>

**Major Revenue Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – revenue  
None.

**Major Expenditure Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – expenditures  
None.

**EQUIPMENT - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Charges to Other Departments	\$693,122	\$782,963	\$789,358	\$722,858	(\$66,500)
<b>Total Revenue</b>	<b>\$693,122</b>	<b>\$782,963</b>	<b>\$789,358</b>	<b>\$722,858</b>	<b>(\$66,500)</b>
<b>Expenses</b>					
Salaries	\$99,302	\$99,800	\$97,500	\$99,300	\$1,800
Overtime	\$4,653	\$5,355	\$5,400	\$5,400	\$0
Benefits	\$23,870	\$19,950	\$21,100	\$22,200	\$1,100
Freight & Postage	\$603	\$2,400	\$2,400	\$2,500	\$100
Contracted Repairs & Maintenance	\$70,405	\$50,000	\$50,000	\$50,000	\$0
Contracted Services	\$18,746	\$16,000	\$16,000	\$19,000	\$3,000
Insurance	\$32,120	\$31,958	\$31,958	\$31,958	\$0
Materials	\$1,609	\$4,000	\$4,000	\$1,500	(\$2,500)
Fuel, Oil Other	\$91,437	\$145,000	\$150,000	\$100,000	(\$50,000)
Parts	\$28,710	\$61,000	\$62,000	\$53,000	(\$9,000)
Ground Engaging Part	\$12,695	\$31,500	\$33,000	\$27,000	(\$6,000)
Tires	\$8,972	\$16,000	\$16,000	\$11,000	(\$5,000)
<b>Total Operating Expenses</b>	<b>\$393,122</b>	<b>\$482,963</b>	<b>\$489,358</b>	<b>\$422,858</b>	<b>(\$66,500)</b>
Transfer to Reserve	\$300,000	\$300,000	\$300,000	\$300,000	\$0
<b>Total Expenses</b>	<b>\$693,122</b>	<b>\$782,963</b>	<b>\$789,358</b>	<b>\$722,858</b>	<b>(\$66,500)</b>
<b>Net Operating (Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Major Revenue Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – revenue  
Internal Allocations.

**Major Expenditure Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – expenditures

**Decreases - \$72,500**

\$50,000 reduction to budgeted fuel costs.

\$20,000 reduction for parts, and tires.

## SHOP - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Charges to Other Departments	\$15,000	\$15,000	\$15,000	\$15,000	\$0
<b>Total Revenue</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$0</b>
<b>Expenses</b>					
Salaries	\$117,374	\$58,500	\$55,700	\$57,000	\$1,300
Overtime	\$3,636	\$3,540	\$3,200	\$3,200	\$0
Benefits	\$13,493	\$13,000	\$13,000	\$13,600	\$600
Travel & Training	\$159	\$2,500	\$2,500	\$1,500	(\$1,000)
Training	\$0	\$0	\$0	\$0	\$0
Freight & Postage	\$6,337	\$11,000	\$12,000	\$9,500	(\$2,500)
Internet Services	\$1,896	\$0	\$0	\$0	\$0
Mobile Device Services	\$2,279	\$3,060	\$3,060	\$3,060	\$0
Telephone	\$5,815	\$0	\$0	\$0	\$0
Hospitality	\$658	\$750	\$750	\$750	\$0
Memberships	\$0	\$500	\$500	\$500	\$0
Equipment Repairs & Maintenance	\$10,159	\$9,540	\$9,540	\$10,000	\$460
Contracted Services	\$24,150	\$20,050	\$20,050	\$20,000	(\$50)
Equipment Rental	\$2,220	\$8,900	\$8,900	\$1,500	(\$7,400)
Insurance	\$11,936	\$11,876	\$11,876	\$11,876	\$0
Town Own Utilities	\$4,675	\$5,806	\$5,806	\$5,806	\$0
Clothing, Uniforms, Footwear	\$2,566	\$5,000	\$5,000	\$5,000	\$0
Janitorial Supplies	\$938	\$1,250	\$1,250	\$1,250	\$0
Small Tools & Equipment	\$6,118	\$4,370	\$4,370	\$4,370	\$0
Materials	\$18,265	\$13,000	\$13,000	\$13,000	\$0
Fuel, Oil Other	\$2,588	\$2,100	\$2,100	\$2,100	\$0
Power	\$19,751	\$20,100	\$22,500	\$20,400	(\$2,100)
Gas	\$21,478	\$20,000	\$19,000	\$17,600	(\$1,400)
Office Supplies	\$970	\$1,420	\$1,420	\$1,420	\$0
<b>Total Operating Expenses</b>	<b>\$277,461</b>	<b>\$216,262</b>	<b>\$215,522</b>	<b>\$203,432</b>	<b>(\$12,090)</b>

## Major Revenue Variances (\$5,000+)

Explanation of Changes 2025 vs 2024 – revenue  
None.



Major Expenditure Variances (\$5,000+)

Explanation of Changes 2025 vs 2024 – expenditures

Decreases - \$7,400

\$7,400 reduction to budgeted equipment rentals.



## GRAVEL STREETS - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Expenses</b>					
Salaries	\$52,196	\$58,500	\$55,700	\$57,000	\$1,300
Overtime	\$3,636	\$3,540	\$3,200	\$3,200	\$0
Benefits	\$13,493	\$13,000	\$13,000	\$13,600	\$600
Dust Control & Water Truck	\$20,846	\$34,000	\$34,000	\$34,000	\$0
Equipment Rental	\$0	\$800	\$800	\$800	\$0
Gravel, Sand & Aggregate	\$68,757	\$70,000	\$35,000	\$70,000	\$35,000
<b>Total Operating Expenses</b>	<b>\$158,928</b>	<b>\$179,840</b>	<b>\$141,700</b>	<b>\$178,600</b>	<b>\$36,900</b>
Own Equipment	\$77,352	\$87,378	\$86,763	\$79,514	(\$7,249)
<b>Total Expenses</b>	<b>\$236,280</b>	<b>\$267,218</b>	<b>\$228,463</b>	<b>\$258,114</b>	<b>\$29,651</b>
<b>Net Operating (Deficit)</b>	<b>(\$236,280)</b>	<b>(\$267,218)</b>	<b>(\$228,463)</b>	<b>(\$258,114)</b>	<b>(\$29,651)</b>

## Major Expenditure Variances (\$5,000+)

## Explanation of Changes 2025 vs 2024 – expenditures

## Increases - \$35,000

\$35,000 increase to Gravel purchases to maintain gravel roads. Gravel program to be put on a 2 year cycle so that every second year there is a top up in purchases to keep gravel roads up to a basic standard.

## PAVED ROADS - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Expenses</b>					
Salaries	\$123,950	\$139,500	\$131,900	\$134,900	\$3,000
Overtime	\$9,089	\$8,435	\$7,600	\$7,600	\$0
Benefits	\$32,139	\$31,200	\$30,800	\$32,400	\$1,600
Freight & Postage	\$0	\$2,100	\$2,100	\$0	(\$2,100)
Contracted Repairs & Maintenance	\$81,568	\$104,040	\$104,000	\$110,000	\$6,000
Infrastructure Repairs & Maintenance	\$0	\$6,000	\$6,000	\$0	(\$6,000)
Tar Crack Sealant	\$29,990	\$30,000	\$30,000	\$30,000	\$0
Cold Mix	\$13,617	\$14,000	\$14,000	\$14,000	\$0
Debenture Interest	\$0	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$290,353</b>	<b>\$335,275</b>	<b>\$326,400</b>	<b>\$328,900</b>	<b>\$2,500</b>
Transfer to Reserve	\$100,000	\$100,000	\$400,000	\$400,000	\$0
Own Equipment	\$173,626	\$196,133	\$197,190	\$180,715	(\$16,476)
<b>Total Expenses</b>	<b>\$563,979</b>	<b>\$631,408</b>	<b>\$923,590</b>	<b>\$909,615</b>	<b>(\$13,976)</b>
<b>Net Operating (Deficit)</b>	<b>(\$563,979)</b>	<b>(\$631,408)</b>	<b>(\$923,590)</b>	<b>(\$909,615)</b>	<b>\$13,976</b>

## Major Expenditure Variances (\$5,000+)

## Explanation of Changes 2025 vs 2024 – expenditures

None. Consolidation of Infrastructure R&M with the Contracted R&M lines. Both line items were for the same projects each year.

**DRAINAGE - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Expenses</b>					
Salaries	\$32,636	\$35,900	\$35,200	\$36,000	\$800
Overtime	\$1,818	\$2,185	\$2,100	\$2,100	\$0
Benefits	\$8,335	\$7,700	\$8,000	\$8,400	\$400
Equipment Repairs & Maintenance	\$25,204	\$20,000	\$20,000	\$20,000	\$0
Culvert Steaming	\$0	\$0	\$0	\$0	\$0
Equipment Rental	\$0	\$10,000	\$10,000	\$10,000	\$0
Materials	\$3,350	\$5,000	\$5,000	\$5,000	\$0
<b>Total Operating Expenses</b>	<b>\$71,343</b>	<b>\$80,785</b>	<b>\$80,300</b>	<b>\$81,500</b>	<b>\$1,200</b>
Own Equipment	\$41,761	\$47,174	\$47,325	\$43,371	(\$3,954)
<b>Total Expenses</b>	<b>\$113,104</b>	<b>\$127,959</b>	<b>\$127,625</b>	<b>\$124,871</b>	<b>(\$2,754)</b>
<b>Net Operating (Deficit)</b>	<b>(\$113,104)</b>	<b>(\$127,959)</b>	<b>(\$127,625)</b>	<b>(\$124,871)</b>	<b>\$2,754</b>

**Major Expenditure Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – expenditures

None.

## SNOW REMOVAL - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Transfer from Reserve	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>		\$0	\$0	\$0	\$0
<b>Expenses</b>					
Salaries	\$132,810	\$153,500	\$139,200	\$142,700	\$3,500
Overtime	\$12,168	\$9,245	\$8,000	\$8,000	\$0
Benefits	\$35,164	\$36,200	\$33,700	\$35,500	\$1,800
Contracted Services	\$1,050	\$11,000	\$11,000	\$11,000	\$0
Equipment Rental	\$67,148	\$60,000	\$60,000	\$65,000	\$5,000
Materials	\$0	\$5,000	\$5,000	\$5,000	\$0
Gravel, Sand & Aggregate	\$26,257	\$51,000	\$51,000	\$51,000	\$0
<b>Total Operating Expenses</b>	\$274,597	\$325,945	\$307,900	\$318,200	\$10,300
Transfer to Reserve	\$0	\$0	\$0	\$0	\$0
Own Equipment	\$121,504	\$137,254	\$141,188	\$129,392	(\$11,796)
<b>Total Expenses</b>	\$396,101	\$463,199	\$449,088	\$447,592	(\$1,496)
<b>Net Operating (Deficit)</b>	(\$396,101)	(\$463,199)	(\$449,088)	(\$447,592)	\$1,496

## Major Expenditure Variances (\$5,000+)

## Explanation of Changes 2025 vs 2024 – expenditures

## Increases - \$5,000

\$5,000 increase for equipment rentals. Inflationary adjustment to maintain the same services levels.

**STREET LIGHTS - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Transfer from Reserve	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Equipment Repairs & Maintenance	\$53,117	\$15,000	\$0	\$0	\$0
Power	\$322,146	\$296,261	\$488,500	\$457,200	(\$31,300)
<b>Total Expenses</b>	<b>\$375,263</b>	<b>\$311,261</b>	<b>\$488,500</b>	<b>\$457,200</b>	<b>(\$31,300)</b>
<b>Net Operating (Deficit)</b>	<b>(\$375,263)</b>	<b>(\$311,261)</b>	<b>(\$488,500)</b>	<b>(\$457,200)</b>	<b>\$31,300</b>

**Major Expenditure Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – expenditures

**Reductions - \$31,000**

\$31,000 - Updated the projections for actual costs for annual expenses under the new LED light rates.

## TRAFFIC CONTROL - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Expenses</b>					
Salaries	\$26,090	\$29,300	\$27,900	\$28,500	\$600
Overtime	\$1,817	\$1,770	\$1,600	\$1,600	\$0
Benefits	\$6,744	\$6,500	\$6,500	\$6,800	\$300
Mobile Device Services	\$2,066	\$2,100	\$2,100	\$2,100	\$0
Equipment Repairs & Maintenance	\$13,540	\$13,000	\$13,000	\$13,000	\$0
Rail Crossing Maintenance	\$18,739	\$10,000	\$10,000	\$10,000	\$0
Materials	\$34,466	\$25,000	\$25,000	\$25,000	\$0
Power	\$0	\$16,343	\$16,300	\$0	(\$16,300)
<b>Total Operating Expenses</b>	<b>\$103,462</b>	<b>\$104,013</b>	<b>\$102,400</b>	<b>\$87,000</b>	<b>(\$15,400)</b>
Own Equipment	\$18,992	\$21,453	\$23,663	\$21,686	(\$1,977)
<b>Total Expenses</b>	<b>\$122,454</b>	<b>\$125,466</b>	<b>\$126,063</b>	<b>\$108,686</b>	<b>(\$17,377)</b>
<b>Net Operating (Deficit)</b>	<b>(\$122,454)</b>	<b>(\$125,466)</b>	<b>(\$126,063)</b>	<b>(\$108,686)</b>	<b>\$17,377</b>

## Major Expenditure Variances (\$5,000+)

## Explanation of Changes 2025 vs 2024 – expenditures

\$16,300 reallocated to street lights.

**ENGINEERING - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Sale of General Services	\$375	\$300	\$300	\$300	\$0
<b>Total Revenue</b>	<b>\$375</b>	<b>\$300</b>	<b>\$300</b>	<b>\$300</b>	<b>\$0</b>
<b>Expenses</b>					
Salaries	\$67,478	\$66,300	\$67,600	\$69,000	\$1,400
Overtime	\$1,257	\$800	\$800	\$800	\$0
Benefits	\$13,505	\$13,900	\$14,800	\$15,600	\$800
General Services	\$16,865	\$10,000	\$10,000	\$10,000	\$0
Travel & Training	\$0	\$3,300	\$3,300	\$0	(\$3,300)
Freight & Postage	\$0	\$200	\$200	\$0	(\$200)
IT - Licensing	\$0	\$3,820	\$3,820	\$3,820	\$0
Supplies	\$908	\$2,000	\$2,000	\$1,500	(\$500)
<b>Total Operating Expenses</b>	<b>\$100,013</b>	<b>\$100,320</b>	<b>\$102,520</b>	<b>\$100,720</b>	<b>(\$1,800)</b>
Own Equipment	\$9,256	\$10,456	\$7,888	\$7,229	(\$659)
<b>Total Expenses</b>	<b>\$109,269</b>	<b>\$110,776</b>	<b>\$110,408</b>	<b>\$107,949</b>	<b>(\$2,459)</b>
<b>Net Operating (Deficit)</b>	<b>(\$108,894)</b>	<b>(\$110,476)</b>	<b>(\$110,108)</b>	<b>(\$107,649)</b>	<b>\$2,459</b>

**Major Revenue Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – revenue

None.

**Major Expenditure Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – expenditures

None.



## CEMETERY - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Fees For Service	\$7,875	\$5,500	\$5,500	\$5,500	\$0
Administration Fees	\$2,840	\$600	\$600	\$600	\$0
Sales of Goods	\$6,492	\$13,050	\$13,050	\$13,050	\$0
MD Cost Sharing Agreement	\$0	\$1,692	\$2,113	\$2,113	\$0
<b>Total Revenue</b>	<b>\$17,207</b>	<b>\$20,842</b>	<b>\$21,263</b>	<b>\$21,263</b>	<b>\$0</b>
<b>Expenses</b>					
Equipment Repairs & Maintenance	\$0	\$7,000	\$7,000	\$2,000	(\$5,000)
Insurance	\$181	\$180	\$180	\$180	\$0
Materials	\$19,591	\$20,000	\$22,000	\$22,000	\$0
<b>Total Operating Expenses</b>	<b>\$19,772</b>	<b>\$27,180</b>	<b>\$29,180</b>	<b>\$24,180</b>	<b>(\$5,000)</b>
Transfer to Reserve	\$2,500	\$2,500	\$2,500	\$2,500	\$0
Own Equipment	\$17,321	\$19,566	\$19,711	\$18,064	(\$1,647)
Charge From Others - Grass Cutting	\$12,000	\$12,000	\$12,000	\$12,000	\$0
<b>Total Expenses</b>	<b>\$51,593</b>	<b>\$61,246</b>	<b>\$63,391</b>	<b>\$56,744</b>	<b>(\$6,647)</b>
<b>Net Operating (Deficit)</b>	<b>(\$34,386)</b>	<b>(\$40,404)</b>	<b>(\$42,128)</b>	<b>(\$35,481)</b>	<b>\$6,647</b>

## Major Revenue Variances (\$5,000+)

Explanation of Changes 2025 vs 2024 – revenue

None.

## Major Expenditure Variances (\$5,000+)

Explanation of Changes 2025 vs 2024 – expenditures

\$5,000 reduction for repairs at both cemeteries.

## WATER SERVICES

### Overview

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

#### 2023/2025 3 Year Budget Comparison

WATER SERVICES	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2023/2025
<b>Revenues</b>					
Administration	\$2,514,160	\$2,366,866	\$2,405,366	\$2,458,885	4%
<b>Total Revenues</b>	<b>\$2,514,160</b>	<b>\$2,366,866</b>	<b>\$2,405,366</b>	<b>\$2,458,885</b>	<b>4%</b>
<b>Expenses</b>					
Administration	\$267,945	\$276,953	\$283,666	\$360,725	30%
Treatment	\$981,564	\$857,153	\$994,565	\$999,811	17%
Distribution	\$326,081	\$316,629	\$321,330	\$318,901	1%
Pumping	\$113,026	\$115,220	\$150,395	\$178,177	55%
<b>Total Expenses</b>	<b>\$1,688,616</b>	<b>\$1,565,955</b>	<b>\$1,749,956</b>	<b>\$1,857,615</b>	<b>19%</b>
<b>Total Net Operating Requirement</b>	<b>\$825,544</b>	<b>\$800,911</b>	<b>\$655,410</b>	<b>\$601,270</b>	<b>-25%</b>
Net Transfers To Reserve	\$660,797	\$634,762	\$484,201	\$412,349	-35%
<b>Total Net Operating Revenue</b>	<b>\$164,747</b>	<b>\$166,149</b>	<b>\$171,209</b>	<b>\$188,921</b>	<b>14%</b>
Principal LTD	\$164,747	\$166,149	\$171,209	\$177,926	7%

## 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.

## 2025 Budget Summary

WATER SERVICES	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$2,472,291	\$2,333,228	\$2,371,728	\$2,424,950	2%
Penalties	\$41,869	\$33,638	\$33,638	\$33,935	1%
Other Revenue	\$0	\$0	\$0	\$0	0%
<b>Total Revenues</b>	<b>\$2,514,160</b>	<b>\$2,366,866</b>	<b>\$2,405,366</b>	<b>\$2,458,885</b>	<b>2%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$521,872	\$439,135	\$458,500	\$553,600	21%
Contracted and General Services	\$250,354	\$256,480	\$282,070	\$320,847	14%
Materials, Supplies and Utilities	\$601,292	\$556,050	\$686,000	\$676,200	-1%
Debenture Interest	\$18,242	\$18,380	\$11,917	\$5,201	-56%
<b>Operating Expenses</b>	<b>\$1,391,760</b>	<b>\$1,270,045</b>	<b>\$1,438,487</b>	<b>\$1,555,848</b>	<b>8%</b>
Transfers to Reserves	\$660,797	\$634,762	\$484,201	\$412,349	-15%
Internal Transfers	\$296,856	\$295,910	\$311,469	\$301,767	-3%
<b>Total Expenses</b>	<b>\$2,349,413</b>	<b>\$2,200,717</b>	<b>\$2,234,157</b>	<b>\$2,269,964</b>	<b>2%</b>

Total Net Operating Revenues	\$164,747	\$166,149	\$171,209	\$188,921	10%
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## 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** for the late payment of utility invoices is recorded here.

## 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.

Senior Utilities Operator  
**Admin Assistant – NEW in 2025**  
 5 x Utility Operator  
 7.0 FTE

**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.

**WATER ADMINISTRATION - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Fees For Service	\$12,213	\$8,000	\$8,000	\$8,000	\$0
Sale of General Services	\$126	\$0	\$0	\$0	
Sales of Goods	\$4,552	\$1,450	\$1,450	\$1,450	\$0
Sale of Water	\$2,370,589	\$2,263,278	\$2,301,778	\$2,350,000	\$48,222
Sale of Bulk Water	\$81,152	\$60,000	\$60,000	\$65,000	\$5,000
Connection Fees	\$3,659	\$500	\$500	\$500	\$0
Penalties	\$41,869	\$33,638	\$33,638	\$33,935	\$297
<b>Total Revenue</b>	<b>\$2,514,160</b>	<b>\$2,366,866</b>	<b>\$2,405,366</b>	<b>\$2,458,885</b>	<b>\$53,519</b>
<b>Expenses</b>					
Salaries	\$39,467	\$41,100	\$44,800	\$104,000	\$59,200
Overtime	\$83	\$1,645	\$1,700	\$2,700	\$1,000
Benefits	\$9,729	\$8,900	\$10,500	\$26,400	\$15,900
Telephone & Security Line Services	\$5,842	\$4,000	\$4,000	\$4,000	\$0
Equipment Rental	\$0	\$1,400	\$1,400	\$0	(\$1,400)
Software Licencing	\$1,089	\$1,200	\$1,200	\$1,200	\$0
Bad Debt Expense	\$7,044	\$26,910	\$26,910	\$29,087	\$2,177
<b>Total Operating Expenses</b>	<b>\$63,254</b>	<b>\$85,155</b>	<b>\$90,510</b>	<b>\$167,387</b>	<b>\$76,877</b>
Transfer to Reserve	\$660,797	\$634,762	\$484,201	\$412,349	(\$71,852)
Charge From Others - Administration	\$191,941	\$179,048	\$180,406	\$180,588	\$182
Charge From Others - Grass Cutting	\$12,750	\$12,750	\$12,750	\$12,750	\$0
<b>Total Expenses</b>	<b>\$928,742</b>	<b>\$911,715</b>	<b>\$767,867</b>	<b>\$773,074</b>	<b>\$5,207</b>
<b>Net Operating (Deficit)</b>	<b>\$1,585,418</b>	<b>\$1,455,151</b>	<b>\$1,637,499</b>	<b>\$1,685,811</b>	<b>\$48,312</b>
Depreciation	\$2,406,857	\$2,011,226	\$2,111,226	\$2,111,226	\$0
<b>Net Operating (Deficit)</b>	<b>(\$821,439)</b>	<b>(\$556,075)</b>	<b>(\$473,727)</b>	<b>(\$425,415)</b>	<b>\$48,312</b>

**Major Revenue Variances (\$5,000+)****Explanation of Changes 2025 vs 2024 – revenue****Increases - \$53,000**

\$48,000 projected increase in water sales.

\$5,000 project increase in bulk water sales.

Major Expenditure Variances (\$5,000+)

Explanation of Changes 2025 vs 2024 – expenditures

**Increases - \$76,000**

Addition of 1 new FTE administrative position.

**Decreases - \$72,000**

Reduction to reserve transfers.



**WATER TREATMENT - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Expenses</b>					
Salaries	\$233,689	\$178,100	\$182,800	\$191,400	\$8,600
Overtime	\$27,879	\$11,480	\$12,200	\$12,200	\$0
Benefits	\$51,745	\$39,200	\$42,000	\$45,000	\$3,000
Travel & Training	\$8,085	\$7,000	\$7,000	\$7,000	\$0
Training	\$0	\$0	\$0	\$0	\$0
Freight & Postage	\$0	\$0	\$0	\$0	\$0
Internet Services	\$702	\$2,050	\$2,050	\$2,050	\$0
Mobile Device Services	\$2,388	\$4,540	\$4,540	\$4,540	\$0
Equipment Repairs & Maintenance	\$67,991	\$50,410	\$70,000	\$70,000	\$0
IT - Licencing	\$4,599	\$4,500	\$5,500	\$5,500	\$0
Insurance	\$63,469	\$63,150	\$63,150	\$63,150	\$0
Clothing, Uniforms, Footwear	\$1,723	\$2,500	\$2,500	\$2,500	\$0
Materials	\$5,762	\$8,500	\$8,500	\$8,500	\$0
Chemicals	\$283,344	\$241,000	\$300,000	\$310,000	\$10,000
Lab Materials	\$16,549	\$17,000	\$18,000	\$18,000	\$0
Power	\$95,885	\$87,400	\$130,000	\$117,800	(\$12,200)
Gas	\$41,746	\$60,000	\$55,000	\$52,800	(\$2,200)
Machinery Parts	\$38,273	\$38,000	\$42,000	\$44,000	\$2,000
Office Supplies	\$2,039	\$2,000	\$2,000	\$2,000	\$0
<b>Total Operating Expenses</b>	<b>\$945,868</b>	<b>\$816,830</b>	<b>\$947,240</b>	<b>\$956,440</b>	<b>\$9,200</b>
Own Equipment	\$35,696	\$40,323	\$47,325	\$43,371	(\$3,954)
<b>Total Expenses</b>	<b>\$981,564</b>	<b>\$857,153</b>	<b>\$994,565</b>	<b>\$999,811</b>	<b>\$5,246</b>
<b>Net Operating (Deficit)</b>	<b>(\$981,564)</b>	<b>(\$857,153)</b>	<b>(\$994,565)</b>	<b>(\$999,811)</b>	<b>(\$5,246)</b>

**Major Expenditure Variances (\$5,000+)****Explanation of Changes 2025 vs 2024 – expenditures****Increases - \$21,600**

\$11,600 wage grid and payroll related costs.

**Decreases - \$14,000**

\$14,400 Reduction to power and gas costs.

**WATER DISTRIBUTION - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Expenses</b>					
Salaries	\$100,804	\$101,800	\$104,500	\$108,800	\$4,300
Overtime	\$14,570	\$6,075	\$6,400	\$6,400	\$0
Benefits	\$27,589	\$22,200	\$23,800	\$25,400	\$1,600
General Services	\$1,290	\$1,000	\$1,000	\$1,000	\$0
Hospitality	\$476	\$500	\$500	\$500	\$0
Equipment Repairs & Maintenance	\$46,955	\$47,000	\$51,000	\$54,000	\$3,000
Contracted Services	\$4,136	\$5,000	\$5,000	\$5,000	\$0
Small Tools & Equipment	\$3,694	\$4,000	\$4,000	\$4,000	\$0
Materials	\$48,877	\$34,000	\$36,000	\$36,000	\$0
Gravel, Sand & Aggregate	\$8,124	\$15,000	\$15,000	\$15,000	\$0
Water Meters	\$2,924	\$7,000	\$7,000	\$7,000	\$0
Debenture Interest	\$18,242	\$18,380	\$11,917	\$5,201	(\$6,716)
<b>Total Operating Expenses</b>	<b>\$277,681</b>	<b>\$261,955</b>	<b>\$266,117</b>	<b>\$268,301</b>	<b>\$2,184</b>
Own Equipment	\$48,400	\$54,674	\$55,213	\$50,600	(\$4,613)
<b>Total Expenses</b>	<b>\$326,081</b>	<b>\$316,629</b>	<b>\$321,330</b>	<b>\$318,901</b>	<b>(\$2,429)</b>
<b>Net Operating (Deficit)</b>	<b>(\$326,081)</b>	<b>(\$316,629)</b>	<b>(\$321,330)</b>	<b>(\$318,901)</b>	<b>\$2,429</b>

**Major Expenditure Variances (\$5,000+)****Explanation of Changes 2025 vs 2024 – expenditures****Increases - \$5,900**

\$5,900 wage grid and payroll related costs.



**WATER PUMPING - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Expenses</b>					
Salaries	\$11,558	\$22,200	\$22,900	\$24,000	\$1,100
Overtime	\$1,629	\$1,435	\$1,600	\$1,600	\$0
Benefits	\$3,130	\$5,000	\$5,300	\$5,700	\$400
Travel & Training	\$0	\$0	\$0	\$0	\$0
Freight & Postage	\$1,767	\$2,000	\$2,000	\$2,000	\$0
Equipment Repairs & Maintenance	\$2,733	\$3,000	\$4,000	\$4,000	\$0
Contracted Services	\$11,868	\$13,000	\$13,000	\$48,000	\$35,000
Insurance	\$19,920	\$19,820	\$19,820	\$19,820	\$0
Materials	\$784	\$1,500	\$2,500	\$2,500	\$0
Power	\$47,728	\$30,150	\$55,000	\$49,900	(\$5,100)
Gas	\$1,975	\$6,000	\$6,500	\$4,200	(\$2,300)
Machinery Parts	\$1,865	\$2,000	\$2,000	\$2,000	\$0
<b>Total Operating Expenses</b>	<b>\$104,957</b>	<b>\$106,105</b>	<b>\$134,620</b>	<b>\$163,720</b>	<b>\$29,100</b>
Own Equipment	\$8,069	\$9,115	\$15,775	\$14,457	(\$1,318)
<b>Total Expenses</b>	<b>\$113,026</b>	<b>\$115,220</b>	<b>\$150,395</b>	<b>\$178,177</b>	<b>\$27,782</b>
<b>Net Operating (Deficit)</b>	<b>(\$113,026)</b>	<b>(\$115,220)</b>	<b>(\$150,395)</b>	<b>(\$178,177)</b>	<b>(\$27,782)</b>

**Major Expenditure Variances (\$5,000+)****Explanation of Changes 2025 vs 2024 – expenditures****Increases - \$35,000**

\$35,000 – filter examinations for water treatment plant.

**Decreases - \$7,400**

\$7,4000 – Power and gas adjustments.

## WASTE WATER SERVICES

## Overview

## 2023/2025 3 Year Budget Comparison

WASTE WATER SERVICES	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2023/2025
<b>Revenues</b>					
Administration	\$1,864,875	\$1,815,733	\$1,833,240	\$1,855,923	2%
<b>Total Revenues</b>	<b>\$1,864,875</b>	<b>\$1,815,733</b>	<b>\$1,833,240</b>	<b>\$1,855,923</b>	<b>2%</b>
<b>Expenses</b>					
Administration	\$104,651	\$99,718	\$100,329	\$99,311	0%
Lines	\$203,988	\$215,749	\$221,413	\$223,200	3%
Lift Stations	\$122,248	\$197,968	\$232,463	\$203,286	3%
Treatment	\$523,962	\$512,475	\$597,607	\$567,864	11%
<b>Total Expenses</b>	<b>\$954,849</b>	<b>\$1,025,910</b>	<b>\$1,151,812</b>	<b>\$1,093,660</b>	<b>7%</b>
<b>Total Net Operating Requirement</b>	<b>\$910,026</b>	<b>\$789,823</b>	<b>\$681,428</b>	<b>\$762,263</b>	<b>-3%</b>
<b>Net Transfer to Reserve</b>	<b>\$639,257</b>	<b>\$457,529</b>	<b>\$422,773</b>	<b>\$464,955</b>	<b>2%</b>
<b>Total Net Operating Revenue</b>	<b>\$270,769</b>	<b>\$332,294</b>	<b>\$258,655</b>	<b>\$297,308</b>	<b>-11%</b>
<b>Principal LTD</b>	<b>\$270,769</b>	<b>\$270,769</b>	<b>\$258,655</b>	<b>\$289,245</b>	<b>10%</b>

## 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.

## 2025 Budget Summary

WASTE WATER SERVICES	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$1,864,875	\$1,815,733	\$1,833,240	\$1,855,923	1%
Other Revenue	\$0	\$0	\$0	\$0	0%
<b>Total Revenues</b>	<b>\$1,864,875</b>	<b>\$1,815,733</b>	<b>\$1,833,240</b>	<b>\$1,855,923</b>	<b>1%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$169,323	\$215,930	\$223,800	\$234,200	5%
Contracted and General Services	\$82,200	\$118,991	\$120,991	\$130,391	8%
Materials, Supplies and Utilities	\$272,412	\$281,100	\$376,800	\$340,000	-10%
Debenture Interest	\$257,020	\$232,320	\$247,828	\$213,844	-14%
<b>Operating Expenses</b>	<b>\$780,955</b>	<b>\$848,341</b>	<b>\$969,419</b>	<b>\$918,435</b>	
Transfers to Reserves	\$639,257	\$457,529	\$422,773	\$464,955	10%
Internal Transfers	\$173,894	\$177,569	\$182,393	\$175,225	-4%

Total Expenses	\$1,594,106	\$1,483,439	\$1,574,585	\$1,558,615	-1%
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Total Net Operating Revenues	\$270,769	\$332,294	\$258,655	\$297,308	15%
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## 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. SEE 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.

**WASTEWATER ADMINISTRATION - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Sale of Water	\$1,769,951	\$1,750,733	\$1,768,240	\$1,785,923	\$17,683
Sale of Bulk Water	\$94,924	\$65,000	\$65,000	\$70,000	\$5,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$1,864,875</b>	<b>\$1,815,733</b>	<b>\$1,833,240</b>	<b>\$1,855,923</b>	<b>\$22,683</b>
<b>Expenses</b>					
Mobile Device Services	\$0	\$1,100	\$1,100	\$0	(\$1,100)
Software Licencing	\$3,835	\$3,600	\$3,600	\$3,600	\$0
<b>Total Operating Expenses</b>	<b>\$3,835</b>	<b>\$4,700</b>	<b>\$4,700</b>	<b>\$3,600</b>	<b>(\$1,100)</b>
Transfer to Reserve	\$449,257	\$267,529	\$232,773	\$274,955	\$42,182
Depreciation	\$774,826	\$870,071	\$970,071	\$970,071	\$0
Charge From Others - Administration	\$86,316	\$80,518	\$81,129	\$81,211	\$82
Charge From Others - Grass Cutting	\$14,500	\$14,500	\$14,500	\$14,500	\$0
<b>Total Expenses</b>	<b>\$1,328,734</b>	<b>\$1,237,318</b>	<b>\$1,303,173</b>	<b>\$1,344,337</b>	<b>\$41,164</b>
<b>Net Operating (Deficit)</b>	<b>\$536,141</b>	<b>\$578,415</b>	<b>\$530,067</b>	<b>\$511,586</b>	<b>(\$18,481)</b>

**Major Revenue Variances (\$5,000+)****Explanation of Changes 2025 vs 2024 – revenue**

\$22,000 increase to projected water sales.

**Major Expenditure Variances (\$5,000+)****Explanation of Changes 2025 vs 2024 – expenditures**

\$42,000 increase to reserve transfer.

**WASTEWATER LINES - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Expenses</b>					
Salaries	\$92,023	\$101,800	\$104,500	\$108,800	\$4,300
Overtime	\$12,783	\$6,075	\$6,400	\$6,400	\$0
Benefits	\$24,779	\$22,200	\$23,800	\$25,400	\$1,600
Hospitality	\$200	\$200	\$200	\$200	\$0
Professional Fees	\$0	\$1,000	\$1,000	\$1,000	\$0
Equipment Repairs & Maintenance	\$18,410	\$22,000	\$22,000	\$22,000	\$0
Equipment Rental	\$0	\$300	\$300	\$300	\$0
Materials	\$7,393	\$7,500	\$8,000	\$8,500	\$500
<b>Total Operating Expenses</b>	<b>\$155,588</b>	<b>\$161,075</b>	<b>\$166,200</b>	<b>\$172,600</b>	<b>\$6,400</b>
Own Equipment	\$48,400	\$54,674	\$55,213	\$50,600	(\$4,613)
<b>Total Expenses</b>	<b>\$203,988</b>	<b>\$215,749</b>	<b>\$221,413</b>	<b>\$223,200</b>	<b>\$1,787</b>
<b>Net Operating (Deficit)</b>	<b>(\$203,988)</b>	<b>(\$215,749)</b>	<b>(\$221,413)</b>	<b>(\$223,200)</b>	<b>(\$1,787)</b>

**Major Expenditure Variances (\$5,000+)**

**Explanation of Changes 2025 vs 2024 – expenditures**

Wage grid and payroll related costs.

**WASTEWATER LIFT STATIONS - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Expenses</b>					
Salaries	\$1,615	\$44,500	\$45,700	\$47,900	\$2,200
Overtime	\$6,989	\$2,870	\$3,100	\$3,100	\$0
Benefits	\$12,921	\$9,850	\$10,500	\$11,300	\$800
Travel & Training	\$4,263	\$3,000	\$3,000	\$3,000	\$0
Training	\$0	\$0	\$0	\$0	\$0
Equipment Repairs & Maintenance	\$16,053	\$25,000	\$25,000	\$35,000	\$10,000
Insurance	\$0	\$11,700	\$11,700	\$11,700	\$0
Small Tools & Equipment	\$1,773	\$2,000	\$2,000	\$2,000	\$0
Materials	\$11,985	\$13,000	\$14,000	\$14,000	\$0
Power	\$43,309	\$60,000	\$90,000	\$50,000	(\$40,000)
Gas	\$3,645	\$3,800	\$3,800	\$3,600	(\$200)
<b>Total Operating Expenses</b>	<b>\$102,553</b>	<b>\$175,720</b>	<b>\$208,800</b>	<b>\$181,600</b>	<b>(\$27,200)</b>
Transfer to Reserve	\$190,000	\$190,000	\$190,000	\$190,000	\$0
Own Equipment	\$19,695	\$22,248	\$23,663	\$21,686	(\$1,977)
<b>Total Expenses</b>	<b>\$312,248</b>	<b>\$387,968</b>	<b>\$422,463</b>	<b>\$393,286</b>	<b>(\$29,177)</b>
<b>Net Operating (Deficit)</b>	<b>(\$312,248)</b>	<b>(\$387,968)</b>	<b>(\$422,463)</b>	<b>(\$393,286)</b>	<b>\$29,177</b>

**Major Expenditure Variances (\$5,000+)****Explanation of Changes 2025 vs 2024 – expenditures****Increases - \$10,000**

\$10,000 – repairs for aging infrastructure.

**Decreases - \$40,000**

\$40,000 – Power and gas adjustments.

**WASTEWATER TREATMENT - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Expenses</b>					
Salaries	\$12,370	\$22,250	\$22,900	\$24,000	\$1,100
Overtime	\$2,571	\$1,435	\$1,600	\$1,600	\$0
Benefits	\$3,272	\$4,950	\$5,300	\$5,700	\$400
Freight & Postage	\$3,898	\$4,000	\$4,000	\$4,500	\$500
Equipment Repairs & Maintenance	\$12,651	\$25,000	\$27,000	\$27,000	\$0
Contracted Services	\$22,297	\$21,500	\$21,500	\$21,500	\$0
Insurance	\$593	\$591	\$591	\$591	\$0
Materials	\$5,239	\$4,000	\$4,000	\$4,000	\$0
Chemicals	\$0	\$0	\$6,000	\$32,000	\$26,000
Power	\$186,141	\$175,000	\$233,000	\$211,100	(\$21,900)
Gas	\$12,927	\$15,800	\$16,000	\$14,800	(\$1,200)
Debenture Interest	\$257,020	\$232,320	\$247,828	\$213,844	(\$33,984)
<b>Total Operating Expenses</b>	<b>\$518,979</b>	<b>\$506,846</b>	<b>\$589,719</b>	<b>\$560,635</b>	<b>(\$29,084)</b>
Own Equipment	\$4,983	\$5,629	\$7,888	\$7,229	(\$659)
<b>Total Expenses</b>	<b>\$523,962</b>	<b>\$512,475</b>	<b>\$597,607</b>	<b>\$567,864</b>	<b>(\$29,744)</b>
<b>Net Operating (Deficit)</b>	<b>(\$523,962)</b>	<b>(\$512,475)</b>	<b>(\$597,607)</b>	<b>(\$567,864)</b>	<b>\$29,744</b>

**Major Expenditure Variances (\$5,000+)****Explanation of Changes 2025 vs 2024 – expenditures****Increases - \$26,000**

\$26,000 – to comply with regulatory requirements additional chemicals will be required.

**Decreases - \$23,000**

\$23,000 – Power and gas adjustments.



## 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 3<sup>rd</sup> 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 1.7 million kilograms of waste annually through their weekly pickups. Combined residents are disposing of 2.5 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.

#### 2023/2025 3 Year Budget Comparison

WASTE MANAGEMENT	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2023/2025
<b>Revenues</b>					
Collection	\$96,003	\$102,578	\$102,672	\$107,822	5%
Disposal	\$398,249	\$417,336	\$414,968	\$419,084	0%
Toxic Roundup	\$4,147	\$3,828	\$3,828	\$3,828	0%
Recycling	\$205,711	\$198,091	\$196,250	\$196,838	-1%
<b>Total Revenues</b>	<b>\$704,110</b>	<b>\$721,833</b>	<b>\$717,718</b>	<b>\$727,572</b>	<b>1%</b>
<b>Expenses</b>					
Collection	\$95,993	\$102,578	\$102,672	\$107,822	5%
Disposal	\$411,639	\$417,336	\$414,968	\$419,084	0%
Toxic Roundup	\$5,083	\$3,828	\$3,828	\$3,828	0%
Recycling	\$191,395	\$198,091	\$196,250	\$196,838	-1%
<b>Total Expenses</b>	<b>\$704,110</b>	<b>\$721,833</b>	<b>\$717,718</b>	<b>\$727,572</b>	<b>1%</b>
<b>Total Net Operating Requirement</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

### 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.

**2025 Budget Summary**

<b>Garbage and Recycling Services</b>	<b>2023 Actual</b>	<b>2023 Budget</b>	<b>2024 Budget</b>	<b>2025 Budget</b>	<b>% Change 2024/2025</b>
<b>Revenues</b>					
User Fees and Sales of Goods	\$704,110	\$721,833	\$717,718	\$727,572	1%
<b>Total Revenues</b>	<b>\$704,110</b>	<b>\$721,833</b>	<b>\$717,718</b>	<b>\$727,572</b>	<b>1%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$52,187	\$46,970	\$42,000	\$43,000	2%
Contracted and General Services	\$623,822	\$648,106	\$648,796	\$658,016	1%
Materials, Supplies and Utilities	\$4,658	\$4,889	\$4,889	\$4,500	-8%
<b>Operating Expenses</b>	<b>\$680,667</b>	<b>\$699,965</b>	<b>\$695,685</b>	<b>\$705,516</b>	<b>1%</b>
Internal Transfers Expenditures	\$23,443	\$21,868	\$22,033	\$22,056	0%
<b>Total Expenses</b>	<b>\$704,110</b>	<b>\$721,833</b>	<b>\$717,718</b>	<b>\$727,572</b>	<b>1%</b>
<b>Total Net Operating Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

**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

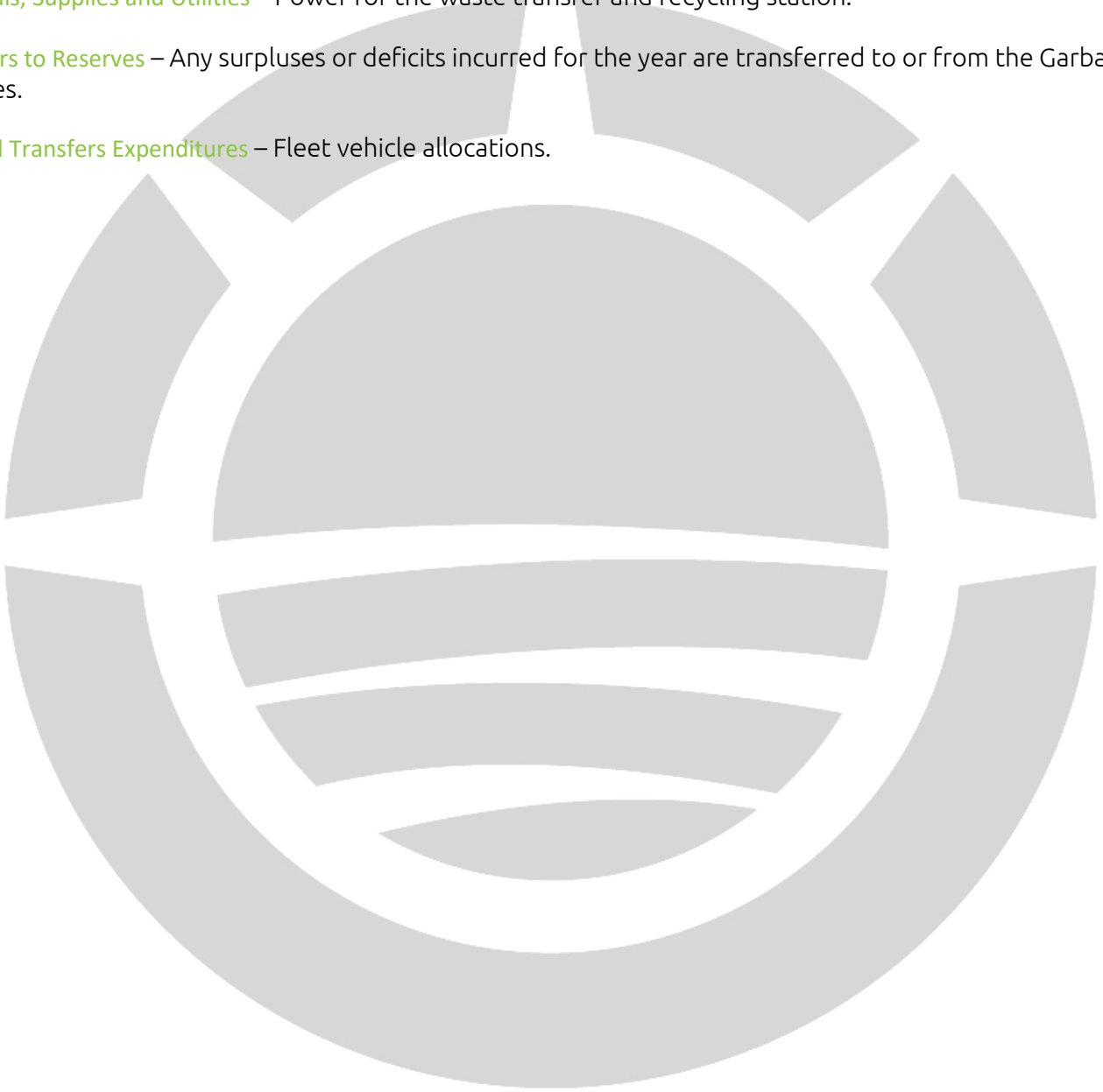
Salaries, Wages and Benefits – allocated wages from operations.

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.



**GARBAGE COLLECTION - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Fees For Service	\$94,355	\$102,578	\$102,672	\$107,822	\$5,150
<b>Total Revenue</b>	<b>\$94,355</b>	<b>\$102,578</b>	<b>\$102,672</b>	<b>\$107,822</b>	<b>\$5,150</b>
<b>Expenses</b>					
Contracted Services	\$89,114	\$96,161	\$96,207	\$101,350	\$5,143
<b>Total Operating Expenses</b>	<b>\$89,114</b>	<b>\$96,161</b>	<b>\$96,207</b>	<b>\$101,350</b>	<b>\$5,143</b>
Charge From Others	\$6,879	\$6,417	\$6,465	\$6,472	\$7
<b>Total Expenses</b>	<b>\$95,993</b>	<b>\$102,578</b>	<b>\$102,672</b>	<b>\$107,822</b>	<b>\$5,150</b>
<b>Net Operating (Deficit)</b>	<b>(\$1,638)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Major Revenue Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – revenue

Based on contracted service increase.

**Major Expenditure Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – expenditures

Based on contracted service increase.

**GARBAGE DISPOSAL - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Fees For Service	\$398,249	\$417,336	\$414,968	\$419,084	\$4,116
<b>Total Revenue</b>	<b>\$398,249</b>	<b>\$417,336</b>	<b>\$414,968</b>	<b>\$419,084</b>	<b>\$4,116</b>
<b>Expenses</b>					
Salaries	\$22,423	\$18,070	\$16,000	\$16,300	\$300
Overtime	\$2,648	\$1,115	\$1,000	\$1,000	\$0
Benefits	\$6,175	\$4,300	\$4,000	\$4,200	\$200
Tipping Fees	\$363,829	\$378,400	\$378,400	\$382,000	\$3,600
<b>Total Expenses</b>	<b>\$395,075</b>	<b>\$401,885</b>	<b>\$399,400</b>	<b>\$403,500</b>	<b>\$4,100</b>
Transfer to Reserve	\$0	\$0	\$0	\$0	\$0
Charge From Others	\$16,564	\$15,451	\$15,568	\$15,584	\$16
<b>Total Expenses</b>	<b>\$411,639</b>	<b>\$417,336</b>	<b>\$414,968</b>	<b>\$419,084</b>	<b>\$4,116</b>
<b>Net Operating (Deficit)</b>	<b>(\$13,390)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Major Revenue Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – revenue

None.

**Major Expenditure Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – expenditures

None.

**TOXIC ROUNDUP - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Fees For Service	\$4,147	\$3,828	\$3,828	\$3,828	\$0
<b>Total Revenue</b>	<b>\$4,147</b>	<b>\$3,828</b>	<b>\$3,828</b>	<b>\$3,828</b>	<b>\$0</b>
<b>Expenses</b>					
Contracted Services	\$5,083	\$3,828	\$3,828	\$3,828	\$0
<b>Total Expenses</b>	<b>\$5,083</b>	<b>\$3,828</b>	<b>\$3,828</b>	<b>\$3,828</b>	<b>\$0</b>
<b>Net Operating (Deficit)</b>	<b>(\$936)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Major Revenue Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – revenue  
None.

**Major Expenditure Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – expenditures  
None.

## RECYCLING PROGRAM - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Fees For Service	\$87,553	\$91,217	\$91,261	\$89,153	(\$2,108)
Fees For Service	\$118,158	\$106,874	\$104,989	\$107,685	\$2,696
<b>Total Revenue</b>	<b>\$205,711</b>	<b>\$198,091</b>	<b>\$196,250</b>	<b>\$196,838</b>	<b>\$588</b>
<b>Expenses</b>					
Salaries	\$15,450	\$18,070	\$16,000	\$16,300	\$300
Overtime	\$1,260	\$1,115	\$1,000	\$1,000	\$0
Benefits	\$4,231	\$4,300	\$4,000	\$4,200	\$200
Professional Services	\$0	\$2,500	\$2,500	\$2,500	\$0
Contracting Services	\$86,639	\$91,217	\$91,261	\$91,438	\$177
Contracted Services	\$79,157	\$76,000	\$76,600	\$76,900	\$300
Materials	\$0	\$0	\$0	\$0	\$0
Power	\$4,658	\$4,889	\$4,889	\$4,500	(\$389)
<b>Total Expenses</b>	<b>\$191,395</b>	<b>\$198,091</b>	<b>\$196,250</b>	<b>\$196,838</b>	<b>\$588</b>
<b>Net Operating (Deficit)</b>	<b>\$14,316</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Major Revenue Variances (\$5,000+)

#### Explanation of Changes 2025 vs 2024 – revenue

Fee For Service Line 1 = Curbside Recycling

Fee For Service Line 2 = Recycle Depo

With the proposal from Circular Materials the bulk of the revenues from Fees for Service will now be coming from them and not have to be charged to residents. The Adjustments for the utility bills will be made in 2025 depending on how fast the program is rolled out. Once the program is fully up and running Revenue descriptions will be updated to reflect Fee for service required from residents and grants from Circular.

#### Explanation of Changes 2026 vs 2025 – revenue

None.

### Major Expenditure Variances (\$5,000+)

#### Explanation of Changes 2025 vs 2024 – expenditures

None.

## 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.

#### 2023/2025 3 Year Budget Comparison

COMMERCIAL PROPERTIES	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2023/2025
<b>Revenues</b>					
Government Center	\$2,991,931	\$2,951,853	\$2,988,080	\$2,994,689	1%
Big Fish Bay	\$200,000	\$150,000	\$200,000	\$260,000	73%
<b>Total Revenues</b>	<b>\$3,191,931</b>	<b>\$3,101,853</b>	<b>\$3,188,080</b>	<b>\$3,254,689</b>	<b>5%</b>
<b>Expenses</b>					
Government Center	\$1,398,458	\$1,413,217	\$1,364,687	\$1,271,470	-10%
<b>Total Expenses</b>	<b>\$1,398,458</b>	<b>\$1,413,217</b>	<b>\$1,364,687</b>	<b>\$1,271,470</b>	<b>-10%</b>
<b>Total Net Operating Requirement</b>	<b>\$1,793,473</b>	<b>\$1,688,636</b>	<b>\$1,823,393</b>	<b>\$1,983,219</b>	<b>17%</b>



## 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.

#### 2025 Budget Summary

GOVERNMENT CENTER	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
Government Transfers for Operating	\$2,782,722	\$2,742,233	\$2,783,542	\$2,800,181	1%
<b>Total Operating Revenues</b>	<b>\$2,782,722</b>	<b>\$2,742,233</b>	<b>\$2,783,542</b>	<b>\$2,800,181</b>	<b>1%</b>
Government Transfers for Operating	\$209,209	\$209,620	\$204,538	\$194,508	-5%
<b>Total Revenues</b>	<b>\$2,991,931</b>	<b>\$2,951,853</b>	<b>\$2,988,080</b>	<b>\$2,994,689</b>	<b>0%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$181,475	\$164,900	\$162,500	\$163,400	1%
Contracted and General Services	\$373,128	\$406,463	\$410,813	\$417,838	2%
Materials, Supplies and Utilities	\$220,576	\$216,500	\$248,500	\$233,800	-6%
Debenture Interest	\$623,279	\$625,354	\$542,874	\$456,432	-16%
<b>Operating Expenses</b>	<b>\$1,398,458</b>	<b>\$1,413,217</b>	<b>\$1,364,687</b>	<b>\$1,271,470</b>	<b>-7%</b>
<b>Total Net Operating Requirement</b>	<b>\$1,593,473</b>	<b>\$1,538,636</b>	<b>\$1,623,393</b>	<b>\$1,723,219</b>	<b>6%</b>

**GOVERNMENT CENTER - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Building Rentals	\$2,045,436	\$2,085,936	\$2,085,936	\$2,085,936	\$0
Cost Recovery	\$737,286	\$656,297	\$697,606	\$714,245	\$16,639
Internal Recovery	\$209,209	\$209,620	\$204,538	\$194,508	(\$10,030)
<b>Total Revenue</b>	<b>\$2,991,931</b>	<b>\$2,951,853</b>	<b>\$2,988,080</b>	<b>\$2,994,689</b>	<b>\$6,609</b>
<b>Expenses</b>					
Salaries	\$136,599	\$129,500	\$125,900	\$125,700	(\$200)
Overtime	\$8,724	\$5,000	\$5,000	\$5,000	\$0
Benefits	\$36,152	\$30,400	\$31,600	\$32,700	\$1,100
Travel & Training	\$2,149	\$3,121	\$3,121	\$3,121	\$0
Training	\$0	\$0	\$0	\$0	\$0
Mobile Device Services	\$1,297	\$1,980	\$1,980	\$1,980	\$0
Telephone & Security Line Services	\$2,774	\$4,162	\$4,162	\$4,162	\$0
Equipment Repairs & Maintenance	\$15,947	\$47,250	\$50,000	\$55,250	\$5,250
Contracted Services	\$163,384	\$109,900	\$111,500	\$113,275	\$1,775
Janitorial Contracted Services	\$99,490	\$155,000	\$155,000	\$155,000	\$0
100 Provincial Expenses	\$2,607	\$0	\$0	\$0	\$0
Insurance	\$85,480	\$85,050	\$85,050	\$85,050	\$0
Town Own Utilities	\$3,444	\$7,000	\$7,000	\$7,000	\$0
Janitorial Supplies	\$11,694	\$10,500	\$11,000	\$11,000	\$0
Materials	\$13,976	\$21,000	\$22,500	\$26,600	\$4,100
Power	\$158,098	\$135,000	\$168,000	\$152,200	(\$15,800)
Gas	\$33,364	\$43,000	\$40,000	\$37,000	(\$3,000)
Debenture Interest	\$623,279	\$625,354	\$542,874	\$456,432	(\$86,442)
<b>Total Expenses</b>	<b>\$1,398,458</b>	<b>\$1,413,217</b>	<b>\$1,364,687</b>	<b>\$1,271,470</b>	<b>(\$93,217)</b>
<b>Net Operating (Deficit)</b>	<b>\$1,593,473</b>	<b>\$1,538,636</b>	<b>\$1,623,393</b>	<b>\$1,723,219</b>	<b>\$99,826</b>

**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.

## 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 Revenue Variances (\$5,000+)

**Explanation of Changes 2025 vs 2024 – revenue**  
Internal allocations.

## Major Expenditure Variances (\$5,000+)

**Explanation of Changes 2025 vs 2024 – expenditures**  
\$19,000 power and gas adjustments.

## 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.

#### 2025 Budget Summary

BIG FISH BAY	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$200,000	\$150,000	\$200,000	\$260,000	30%
<b>Total Revenues</b>	<b>\$200,000</b>	<b>\$150,000</b>	<b>\$200,000</b>	<b>\$260,000</b>	<b>30%</b>
<b>Total Net Operating Requirement</b>	<b>(\$200,000)</b>	<b>(\$150,000)</b>	<b>(\$200,000)</b>	<b>(\$260,000)</b>	<b>30%</b>

### Major Revenue Variances (\$5,000+)

#### Explanation of Changes 2025 vs 2024 – revenue

##### Increases - \$60,000

\$60,000 – projected revenue increases.

## 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)				

## 2023/2025 3 Year Budget Comparison

COMMUNITY SERVICES	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2023/2025
<b>Revenues</b>					
Administration	\$0	\$57,317	\$74,473	\$71,948	26%
Visitor Information Center	\$45,000	\$45,000	\$45,000	\$0	-100%
Community Programming	\$69,275	\$79,382	\$81,824	\$111,545	41%
Multi Recreational Center	\$265,123	\$521,532	\$567,094	\$528,254	1%
Parks and Sports Fields	\$33,138	\$97,631	\$103,165	\$106,321	9%
Northern Lakes Aquatic Centre	\$144,934	\$251,324	\$262,515	\$272,904	9%
Family and Community Support Services	\$153,166	\$197,628	\$205,847	\$205,847	4%
<b>Total Revenues</b>	<b>\$710,636</b>	<b>\$1,249,814</b>	<b>\$1,339,918</b>	<b>\$1,296,819</b>	<b>4%</b>
<b>Expenses</b>					
Administration	\$208,544	\$275,896	\$304,043	\$306,784	11%
Visitor Information Center	\$95,982	\$75,476	\$78,900	\$0	-100%
Community Programming	\$183,354	\$188,857	\$197,688	\$253,429	34%
Multi Recreational Center	\$1,265,874	\$1,279,396	\$1,351,276	\$1,282,400	0%
Parks and Sports Fields	\$445,509	\$562,544	\$603,027	\$583,122	4%
Northern Lakes Aquatic Centre	\$645,715	\$592,054	\$585,227	\$611,865	3%
Family and Community Support Services	\$251,960	\$267,819	\$243,079	\$248,849	-7%
<b>Total Expenses</b>	<b>\$3,096,938</b>	<b>\$3,242,042</b>	<b>\$3,363,240</b>	<b>\$3,286,449</b>	<b>1%</b>
<b>Total Net Operating Requirement</b>	<b>\$2,386,302</b>	<b>\$1,992,228</b>	<b>\$2,023,322</b>	<b>\$1,989,630</b>	<b>0%</b>
Net Transfers to Reserve	\$170,000	\$170,000	\$190,000	\$210,000	24%
<b>Total Net Operating Requirement</b>	<b>\$2,556,302</b>	<b>\$2,162,228</b>	<b>\$2,213,322</b>	<b>\$2,199,630</b>	<b>2%</b>

## 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, 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:

#### **May 1 to August 31:**

Mon to Fri	8:00 am to 8:00 pm
Sat & Sun	12:00 pm to 5:00 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

#### **April & September**

Mon to Fri	8:00 am to 9:00 pm
Sat	8:00 am to 7:00 pm
Sun	10:00am to 7:00 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, summer swim club, Aquafit, 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.

### Accomplishments

- Recent Park and trail improvements and projects
- Pathway, tree planting, benches, cornhole boards in Hilda Eben
- Ice Hockey tournament attraction, new hockey camps in summer
- FCSS Program offerings that are well attended

### Emerging Issues

- An aging pool infrastructure that requires increased maintenance
- Increase in Hydro costs for facilities

### Initiatives

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



## 2025 Budget Summary

COMMUNITY SERVICES	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$409,114	\$476,573	\$514,693	\$497,213	-3%
Government Transfers for Operating	\$133,571	\$599,191	\$636,175	\$655,556	3%
Rental Income	\$104,471	\$117,000	\$132,000	\$87,000	-34%
Other Revenue	\$39,230	\$4,000	\$4,000	\$4,000	0%
<b>Operating Revenue</b>	<b>\$686,386</b>	<b>\$1,196,764</b>	<b>\$1,286,868</b>	<b>\$1,243,769</b>	<b>-3%</b>
Internal Transfers Revenue	\$24,250	\$53,050	\$53,050	\$53,050	0%
<b>Total Revenue</b>	<b>\$710,636</b>	<b>\$1,249,814</b>	<b>\$1,339,918</b>	<b>\$1,296,819</b>	<b>-3%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$1,560,634	\$1,654,272	\$1,715,796	\$1,754,200	2%
Contracted and General Services	\$728,147	\$686,025	\$737,002	\$745,673	1%
Materials, Supplies and Utilities	\$677,527	\$713,789	\$758,868	\$639,300	-16%
Bank Charges	\$0	\$1,000	\$1,000	\$0	-100%
Debenture Interest	\$76,125	\$76,774	\$72,313	\$72,313	0%
Transfers to Individuals and Organizations	\$13,445	\$35,000	\$10,000	\$10,000	0%
<b>Operating Expenses</b>	<b>\$3,055,878</b>	<b>\$3,166,860</b>	<b>\$3,294,979</b>	<b>\$3,221,486</b>	<b>-2%</b>
Transfers to Reserves	\$170,000	\$170,000	\$190,000	\$210,000	11%
Internal Transfers Expenditures	\$41,060	\$75,182	\$68,261	\$64,963	-5%
<b>Total Expenses</b>	<b>\$3,266,938</b>	<b>\$3,412,042</b>	<b>\$3,553,240</b>	<b>\$3,496,449</b>	<b>-2%</b>
<b>Total Net Operating Requirement</b>	<b>\$2,556,302</b>	<b>\$2,162,228</b>	<b>\$2,213,322</b>	<b>\$2,199,630</b>	<b>-1%</b>

## Revenues

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

## 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.



## COMMUNITY SERVICES ADMINISTRATION - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Provincial Grants	\$0	\$0	\$0	\$0	\$0
MD Cost Sharing Agreement	\$0	\$57,317	\$74,473	\$71,948	(\$2,525)
<b>Total Revenue</b>	<b>\$0</b>	<b>\$57,317</b>	<b>\$74,473</b>	<b>\$71,948</b>	<b>(\$2,525)</b>
<b>Expenses</b>					
Salaries	\$159,709	\$210,600	\$230,900	\$235,600	\$4,700
Overtime	\$262	\$2,300	\$2,300	\$2,300	\$0
Hourly Wages	\$0	\$0	\$0	\$0	\$0
Benefits	\$32,114	\$40,200	\$48,200	\$50,500	\$2,300
Travel & Training	\$0	\$2,500	\$2,500	\$3,500	\$1,000
Training	\$0	\$0	\$0	\$0	\$0
Freight & Postage	\$0	\$200	\$200	\$0	(\$200)
Mobile Device Services	\$659	\$1,080	\$1,080	\$1,080	\$0
Telephone & Security Line Services	\$953	\$1,000	\$1,000	\$1,000	\$0
Hospitality	\$601	\$750	\$750	\$750	\$0
Advertising	\$0	\$1,000	\$1,000	\$0	(\$1,000)
Legal Services	\$4,623	\$1,000	\$1,000	\$1,000	\$0
Memberships	\$2,505	\$975	\$975	\$975	\$0
Contracting Services	\$0	\$0	\$0	\$0	\$0
IT Licencing	\$0	\$5,500	\$5,500	\$2,600	(\$2,900)
Materials	\$0	\$750	\$750	\$250	(\$500)
<b>Total Expenses</b>	<b>\$201,426</b>	<b>\$267,855</b>	<b>\$296,155</b>	<b>\$299,555</b>	<b>\$3,400</b>
Own Equipment	\$7,118	\$8,041	\$7,888	\$7,229	(\$659)
<b>Total Expenses</b>	<b>\$208,544</b>	<b>\$275,896</b>	<b>\$304,043</b>	<b>\$306,784</b>	<b>\$2,741</b>
<b>Net Operating (Deficit)</b>	<b>(\$208,544)</b>	<b>(\$218,579)</b>	<b>(\$229,570)</b>	<b>(\$234,836)</b>	<b>(\$5,266)</b>

## Major Expenditure Variances (\$5,000+)

Explanation of Changes 2025 vs 2024 – expenditures

None.

## 2025 Budget Summary

VISITOR INFORMATION CENTER	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
Government Transfers for Operating	\$45,000	\$45,000	\$45,000	\$0	-100%
<b>Total Revenue</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$0</b>	<b>-100%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$28,698	\$25,476	\$28,900	\$0	-100%
Materials, Supplies and Utilities	\$67,284	\$50,000	\$50,000	\$0	-100%
<b>Total Expenses</b>	<b>\$95,982</b>	<b>\$75,476</b>	<b>\$78,900</b>	<b>\$0</b>	<b>-100%</b>
<b>Total Net Operating Requirement</b>	<b>\$50,982</b>	<b>\$30,476</b>	<b>\$33,900</b>	<b>\$0</b>	<b>-100%</b>

## 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.

## VISITOR INFORMATION CENTER - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Leases & Rentals	\$45,000	\$45,000	\$45,000	\$0	(\$45,000)
<b>Total Revenue</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$0</b>	<b>(\$45,000)</b>
<b>Expenses</b>					
Overtime	\$2,574	\$0	\$0	\$0	\$0
Hourly Wages	\$23,673	\$22,860	\$25,900	\$0	(\$25,900)
Benefits	\$2,451	\$2,616	\$3,000	\$0	(\$3,000)
Contribution to MD	\$62,422	\$45,000	\$45,000	\$0	(\$45,000)
Materials	\$4,862	\$5,000	\$5,000	\$0	(\$5,000)
<b>Total Expenses</b>	<b>\$93,408</b>	<b>\$75,476</b>	<b>\$78,900</b>	<b>\$0</b>	<b>(\$78,900)</b>
<b>Net Operating (Deficit)</b>	<b>(\$48,408)</b>	<b>(\$30,476)</b>	<b>(\$33,900)</b>	<b>\$0</b>	<b>\$33,900</b>

## FAMILY AND COMMUNITY SUPPORT SERVICES

## 2025 Budget Summary

Family and Community Support Services	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$5,016	\$15,000	\$15,000	\$15,000	0%
Government Transfers for Operating	\$182,628	\$182,628	\$190,847	\$190,847	0%
Other Revenue	\$16,739	\$0	\$0	\$0	0%
<b>Total Revenue</b>	<b>\$187,644</b>	<b>\$197,628</b>	<b>\$205,847</b>	<b>\$205,847</b>	<b>0%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$165,776	\$183,200	\$187,400	\$193,500	3%
Contracted and General Services	\$64,122	\$40,735	\$40,735	\$40,735	0%
Materials, Supplies and Utilities	\$1,638	\$1,000	\$1,000	\$1,000	0%
Transfers to Individuals and Organizations	\$13,445	\$35,000	\$10,000	\$10,000	0%
<b>Operating Expenses</b>	<b>\$244,981</b>	<b>\$259,935</b>	<b>\$239,135</b>	<b>\$245,235</b>	<b>3%</b>
Internal Transfers Expenditures	\$6,979	\$7,884	\$3,944	\$3,614	-8%
<b>Total Expenses</b>	<b>\$251,960</b>	<b>\$267,819</b>	<b>\$243,079</b>	<b>\$248,849</b>	<b>2%</b>
<b>Total Net Operating Requirement</b>	<b>\$64,316</b>	<b>\$70,191</b>	<b>\$37,232</b>	<b>\$43,002</b>	<b>15%</b>

## 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

## 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.

## FAMILY AND COMMUNITY SUPPORT SERVICES - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Sale of General Services	\$5,016	\$15,000	\$15,000	\$15,000	\$0
Provincial Grants	\$131,411	\$182,628	\$190,847	\$190,847	\$0
Other Revenue	\$16,739	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$153,166</b>	<b>\$197,628</b>	<b>\$205,847</b>	<b>\$205,847</b>	<b>\$0</b>
<b>Expenses</b>					
Salaries	\$126,814	\$149,500	\$152,400	\$155,500	\$3,100
Overtime	\$6,504	\$1,000	\$1,000	\$1,000	\$0
Benefits	\$32,458	\$32,700	\$34,000	\$37,000	\$3,000
Travel & Training	\$2,992	\$3,600	\$3,600	\$3,600	\$0
Training	\$0	\$0	\$0	\$0	\$0
Mobile Device Services	\$2,927	\$1,080	\$1,080	\$1,080	\$0
Hospitality	\$2,544	\$700	\$1,000	\$1,000	\$0
Advertising	\$443	\$5,000	\$1,500	\$1,500	\$0
Auditing Services	\$0	\$1,200	\$0	\$0	\$0
Memberships	\$828	\$1,115	\$1,115	\$1,115	\$0
Youth Programs	\$11,440	\$11,940	\$12,940	\$12,940	\$0
Adult Programs	\$11,901	\$5,000	\$6,400	\$6,400	\$0
Community Programs	\$19,970	\$5,000	\$7,000	\$7,000	\$0
Volunteer Programs	\$11,077	\$6,100	\$6,100	\$6,100	\$0
Office Supplies	\$1,638	\$1,000	\$1,000	\$1,000	\$0
Grants	\$13,445	\$35,000	\$10,000	\$10,000	\$0
<b>Total Expenses</b>	<b>\$244,981</b>	<b>\$259,935</b>	<b>\$239,135</b>	<b>\$245,235</b>	<b>\$6,100</b>
Own Equipment	\$6,979	\$7,884	\$3,944	\$3,614	(\$330)
<b>Total Expenses</b>	<b>\$251,960</b>	<b>\$267,819</b>	<b>\$243,079</b>	<b>\$248,849</b>	<b>\$5,770</b>
<b>Net Operating (Deficit)</b>	<b>(\$98,794)</b>	<b>(\$70,191)</b>	<b>(\$37,232)</b>	<b>(\$43,002)</b>	<b>(\$5,770)</b>

## Major Expenditure Variances (\$5,000+)

Explanation of Changes 2025 vs 2024 – expenditures  
None.

## COMMUNITY PROGRAMMING

### 2025 Budget Summary

COMMUNITY PROGRAMMING	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$51,624	\$49,000	\$49,000	\$60,000	22%
Government Transfers for Operating	\$2,160	\$26,382	\$28,824	\$47,545	65%
Other Revenue	\$15,491	\$4,000	\$4,000	\$4,000	0%
<b>Total Revenue</b>	<b>\$69,275</b>	<b>\$79,382</b>	<b>\$81,824</b>	<b>\$111,545</b>	<b>36%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$127,203	\$134,600	\$140,800	\$184,200	31%
Contracted and General Services	\$29,640	\$34,800	\$34,800	\$38,800	11%
Materials, Supplies and Utilities	\$21,857	\$14,200	\$14,200	\$23,200	63%
<b>Operating Expenses</b>	<b>\$178,700</b>	<b>\$183,600</b>	<b>\$189,800</b>	<b>\$246,200</b>	<b>30%</b>
Internal Transfers Expenditures	\$4,654	\$5,257	\$7,888	\$7,229	-8%
<b>Total Expenses</b>	<b>\$183,354</b>	<b>\$188,857</b>	<b>\$197,688</b>	<b>\$253,429</b>	<b>28%</b>
<b>Total Net Operating Requirement</b>	<b>\$114,079</b>	<b>\$109,475</b>	<b>\$115,864</b>	<b>\$141,884</b>	<b>22%</b>

### 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.

### 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.

### SPECIAL EVENTS - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Program Fees	\$1,165	\$1,000	\$1,000	\$6,000	\$5,000
Donations	\$14,410	\$4,000	\$4,000	\$4,000	\$0
Federal Grants	\$2,160	\$0	\$0	\$0	\$0
MD Cost Sharing Agreement	\$0	\$13,075	\$13,464	\$31,194	\$17,730
<b>Total Revenue</b>	<b>\$17,735</b>	<b>\$18,075</b>	<b>\$18,464</b>	<b>\$41,194</b>	<b>\$22,730</b>
<b>Expenses</b>					
Salaries	\$21,056	\$28,800	\$29,400	\$73,300	\$43,900
Overtime	\$2,063	\$1,000	\$1,000	\$1,000	\$0
Benefits	\$4,016	\$6,300	\$6,800	\$7,100	\$300
Travel & Training	\$851	\$2,800	\$2,800	\$2,800	\$0
Freight & Postage	\$28	\$1,000	\$1,000	\$2,000	\$1,000
Hospitality	\$1,055	\$750	\$750	\$750	\$0
Advertising	\$400	\$950	\$950	\$950	\$0
Contracted Services	\$11,199	\$6,500	\$6,500	\$6,500	\$0
Equipment Rental	\$6,909	\$11,000	\$11,000	\$11,000	\$0
Office Supplies	\$175	\$300	\$300	\$300	\$0
Program Supplies	\$9,105	\$8,400	\$8,400	\$8,400	\$0
<b>Total Operating Expenses</b>	<b>\$56,857</b>	<b>\$67,800</b>	<b>\$68,900</b>	<b>\$114,100</b>	<b>\$45,200</b>
Own Equipment	\$4,654	\$5,257	\$7,888	\$7,229	(\$659)
<b>Total Expenses</b>	<b>\$61,511</b>	<b>\$73,057</b>	<b>\$76,788</b>	<b>\$121,329</b>	<b>\$44,541</b>
<b>Net Operating (Deficit)</b>	<b>(\$43,776)</b>	<b>(\$54,982)</b>	<b>(\$58,324)</b>	<b>(\$80,135)</b>	<b>(\$21,811)</b>

### Major Revenue Variances (\$5,000+)

Explanation of Changes 2025 vs 2024 – revenue

\$5,000 increased programming revenue.

### Major Expenditure Variances (\$5,000+)

Explanation of Changes 2025 vs 2024 – expenditures

Wage allocation adjustments.



**ADULT PROGRAMMING - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Program Fees	\$8,541	\$4,000	\$4,000	\$10,000	\$6,000
MD Cost Sharing Agreement	\$0	\$3,869	\$4,048	\$3,774	(\$274)
<b>Total Revenue</b>	<b>\$8,541</b>	<b>\$7,869</b>	<b>\$8,048</b>	<b>\$13,774</b>	<b>\$5,726</b>
<b>Expenses</b>					
Salaries	\$10,528	\$13,400	\$13,600	\$13,900	\$300
Overtime	\$1,031	\$400	\$500	\$500	\$0
Benefits	\$2,008	\$3,100	\$3,300	\$3,500	\$200
Advertising	\$0	\$310	\$310	\$310	\$0
Contracted Services	\$3,093	\$5,000	\$5,000	\$5,000	\$0
Program Supplies	\$4,017	\$500	\$500	\$5,000	\$4,500
<b>Total Expenses</b>	<b>\$20,677</b>	<b>\$22,710</b>	<b>\$23,210</b>	<b>\$28,210</b>	<b>\$5,000</b>
<b>Net Operating (Deficit)</b>	<b>(\$12,136)</b>	<b>(\$14,841)</b>	<b>(\$15,162)</b>	<b>(\$14,436)</b>	<b>\$726</b>

**Major Revenue Variances (\$5,000+)****Explanation of Changes 2025 vs 2024 – revenue**

\$6,000 increased programming revenue. Offering additional programming services.

**Major Expenditure Variances (\$5,000+)****Explanation of Changes 2025 vs 2024 – expenditures**

None.

### YOUTH PROGRAMMING - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Program Fees	\$41,918	\$44,000	\$44,000	\$44,000	\$0
Donations	\$1,081	\$0	\$0	\$0	\$0
MD Cost Sharing Agreement	\$0	\$9,438	\$11,312	\$12,577	\$1,265
<b>Total Revenue</b>	<b>\$42,999</b>	<b>\$53,438</b>	<b>\$55,312</b>	<b>\$56,577</b>	<b>\$1,265</b>
<b>Expenses</b>					
Salaries	\$24,225	\$26,100	\$28,400	\$26,900	(\$1,500)
Overtime	\$6,418	\$1,000	\$1,000	\$1,000	\$0
Hourly Wages	\$48,476	\$43,600	\$45,000	\$45,000	\$0
Benefits	\$7,382	\$10,900	\$11,800	\$12,000	\$200
Mobile Device Services	\$928	\$540	\$540	\$540	\$0
Hospitality	\$460	\$500	\$500	\$500	\$0
Advertising	\$0	\$450	\$450	\$450	\$0
Contracted Services	\$4,717	\$5,000	\$5,000	\$8,000	\$3,000
Clothing	\$0	\$0	\$0	\$1,000	\$1,000
Program Supplies	\$8,560	\$5,000	\$5,000	\$8,500	\$3,500
<b>Total Expenses</b>	<b>\$101,166</b>	<b>\$93,090</b>	<b>\$97,690</b>	<b>\$103,890</b>	<b>\$6,200</b>
<b>Net Operating (Deficit)</b>	<b>(\$58,167)</b>	<b>(\$39,652)</b>	<b>(\$42,378)</b>	<b>(\$47,313)</b>	<b>(\$4,935)</b>

### Major Revenue Variances (\$5,000+)

Explanation of Changes 2025 vs 2024 – revenue  
None.

### Major Expenditure Variances (\$5,000+)

Explanation of Changes 2025 vs 2024 – expenditures  
None.

## MULTI REC CENTRE

## 2025 Budget Summary

MRC	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$240,968	\$285,073	\$323,193	\$280,713	-13%
Government Transfers for Operating	\$0	\$179,659	\$187,101	\$190,741	2%
Rental Income	\$24,155	\$35,000	\$35,000	\$35,000	0%
Other Revenue	\$0	\$0	\$0	\$0	0%
<b>Operating Revenue</b>	<b>\$265,123</b>	<b>\$499,732</b>	<b>\$545,294</b>	<b>\$506,454</b>	<b>-7%</b>
Internal Transfers Revenue	\$0	\$21,800	\$21,800	\$21,800	0%
<b>Total Revenue</b>	<b>\$265,123</b>	<b>\$521,532</b>	<b>\$567,094</b>	<b>\$528,254</b>	<b>-7%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$485,099	\$443,360	\$455,800	\$460,200	1%
Contracted and General Services	\$295,529	\$263,420	\$292,642	\$296,148	1%
Materials, Supplies and Utilities	\$405,631	\$462,100	\$496,750	\$421,300	-15%
Bank Charges	\$0	\$1,000	\$1,000	\$0	-100%
Debenture Interest	\$76,125	\$76,774	\$72,313	\$72,313	0%
<b>Operating Expenses</b>	<b>\$1,262,384</b>	<b>\$1,246,654</b>	<b>\$1,318,505</b>	<b>\$1,249,961</b>	<b>-5%</b>
Transfers to Reserves	\$150,000	\$150,000	\$170,000	\$190,000	12%
Internal Transfers Expenditures	\$3,490	\$32,742	\$32,771	\$32,439	-1%
<b>Total Expenses</b>	<b>\$1,415,874</b>	<b>\$1,429,396</b>	<b>\$1,521,276</b>	<b>\$1,472,400</b>	<b>-3%</b>
<b>Total Net Operating Requirement</b>	<b>\$1,150,751</b>	<b>\$907,864</b>	<b>\$954,182</b>	<b>\$944,146</b>	<b>-1%</b>

## 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.

## 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.

## Multi-Rec Centre - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Youth Fees	\$18,090	\$15,000	\$15,000	\$25,000	\$10,000
Adult Fees	\$3,339	\$7,000	\$7,000	\$7,000	\$0
User Group Fees	\$137,230	\$143,713	\$143,713	\$143,713	\$0
Field House Youth	\$22,029	\$20,000	\$20,000	\$20,000	\$0
Field House Adult	\$25,851	\$30,000	\$30,000	\$30,000	\$0
Advertising Revenue	\$22,926	\$60,000	\$98,000	\$38,000	(\$60,000)
Concession Sales	\$11,503	\$9,360	\$9,480	\$17,000	\$7,520
Private Rentals	\$0	\$10,000	\$10,000	\$10,000	\$0
Building Rentals	\$24,155	\$25,000	\$25,000	\$25,000	\$0
MD Cost Sharing Agreement	\$0	\$179,659	\$187,101	\$190,741	\$3,640
<b>Total Revenue</b>	<b>\$265,123</b>	<b>\$499,732</b>	<b>\$545,294</b>	<b>\$506,454</b>	<b>(\$38,840)</b>
From Operating	\$0	\$21,800	\$21,800	\$21,800	\$0
<b>Total Revenue</b>	<b>\$265,123</b>	<b>\$521,532</b>	<b>\$567,094</b>	<b>\$528,254</b>	<b>(\$38,840)</b>

<b>Expenses</b>					
Salaries	\$314,427	\$315,153	\$321,900	\$288,000	(\$33,900)
Overtime	\$15,696	\$5,560	\$5,000	\$5,000	\$0
Hourly Wages	\$78,715	\$39,447	\$40,000	\$74,300	\$34,300
Benefits	\$76,261	\$83,200	\$88,900	\$92,900	\$4,000
Travel & Training	\$2,741	\$6,800	\$6,800	\$6,800	\$0
Training	\$0	\$0	\$0	\$0	\$0
Freight & Postage	\$0	\$1,000	\$1,000	\$0	(\$1,000)
Internet Services	\$3,577	\$3,300	\$3,300	\$5,040	\$1,740
Mobile Device Services	\$45	\$3,000	\$3,000	\$3,000	\$0
Telephone & Security Line Services	\$4,916	\$7,920	\$7,920	\$5,640	(\$2,280)
Hospitality	\$1,341	\$750	\$750	\$750	\$0
Advertising	\$0	\$500	\$500	\$0	(\$500)
Memberships	\$882	\$1,200	\$1,200	\$1,200	\$0
Equipment Repairs & Maintenance	\$43,658	\$45,000	\$47,500	\$48,000	\$500
Building Repairs & Maintenance	\$68,884	\$51,000	\$56,000	\$58,500	\$2,500
Contracted Services	\$74,364	\$42,800	\$62,800	\$62,800	\$0
Equipment Rental	\$11,550	\$17,000	\$17,000	\$17,000	\$0
Insurance	\$83,571	\$83,150	\$84,872	\$87,418	\$2,546
Town Own Utilities	\$14,741	\$14,000	\$14,000	\$14,000	\$0
Clothing, Uniforms, Footwear	\$4,670	\$6,000	\$6,000	\$6,000	\$0
Janitorial Supplies	\$19,796	\$10,000	\$10,000	\$20,000	\$10,000
Small Tools & Equipment	\$4,555	\$5,000	\$5,000	\$5,000	\$0
Materials	\$29,737	\$38,500	\$38,750	\$35,000	(\$3,750)
Power	\$249,260	\$296,000	\$330,000	\$255,000	(\$75,000)
Gas	\$81,831	\$91,600	\$92,000	\$85,100	(\$6,900)
Office Supplies	\$1,041	\$1,000	\$1,000	\$1,200	\$200
Credit Card Fees & Late Charge	\$0	\$1,000	\$1,000	\$0	(\$1,000)
Debenture Interest	\$76,125	\$76,774	\$72,313	\$72,313	\$0
Bad Debt	\$0	\$0	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$1,262,384</b>	<b>\$1,246,654</b>	<b>\$1,318,505</b>	<b>\$1,249,961</b>	<b>(\$68,544)</b>
Transfer to Reserve	\$150,000	\$150,000	\$170,000	\$190,000	\$20,000
Own Equipment	\$3,490	\$3,942	\$3,971	\$3,639	(\$332)
<b>Total Expenses</b>	<b>\$1,415,874</b>	<b>\$1,400,596</b>	<b>\$1,492,476</b>	<b>\$1,443,600</b>	<b>(\$48,876)</b>
<b>Net Operating (Deficit)</b>	<b>(\$1,150,751)</b>	<b>(\$879,064)</b>	<b>(\$925,382)</b>	<b>(\$915,346)</b>	<b>\$10,036</b>

## Major Revenue Variances (\$5,000+)

### Explanation of Changes 2025 vs 2024 – revenue

#### **Increases - \$10,000**

\$10,000 Increase to youth fees. Increased usage of facility.

#### **Decreases - \$60,000**

\$60,000 decrease to advertising. Estimated Revenue at max sales for current rink board and other MRC advertising opportunities amounts to approximately \$40,000, this updated number better reflects a realistic budgeted goal

## Major Expenditure Variances (\$5,000+)

### Explanation of Changes 2025 vs 2024 – expenditures

#### **Increases - \$30,000**

\$20,000 increase to reserve transfer.

\$10,000 Increase for Janitorial Supplies. Reflects increased usage and inflationary costs.

#### **Decreases - \$82,000**

\$81,900 adjustment to power and gas projections.

## PARKS AND SPORTS FIELDS

## 2025 Budget Summary

PARKS AND SPORTS FIELDS	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$8,888	\$12,000	\$12,000	\$18,000	50%
Government Transfers for Operating	\$0	\$61,381	\$66,915	\$64,071	-4%
<b>Operating Revenue</b>	<b>\$8,888</b>	<b>\$73,381</b>	<b>\$78,915</b>	<b>\$82,071</b>	<b>4%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$104,501	\$167,836	\$187,296	\$168,300	-10%
Contracted and General Services	\$269,066	\$270,820	\$292,320	\$294,570	1%
Materials, Supplies and Utilities	\$53,123	\$102,630	\$107,641	\$105,800	-2%
<b>Operating Expenses</b>	<b>\$426,690</b>	<b>\$541,286</b>	<b>\$587,257</b>	<b>\$568,670</b>	<b>-3%</b>
Internal Transfers Expenditures	\$18,819	\$21,258	\$15,770	\$14,452	-8%
<b>Total Expenses</b>	<b>\$445,509</b>	<b>\$562,544</b>	<b>\$603,027</b>	<b>\$583,122</b>	<b>-3%</b>
<b>Total Net Operating Requirement</b>	<b>\$436,621</b>	<b>\$489,163</b>	<b>\$524,112</b>	<b>\$501,051</b>	<b>-4%</b>

## 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.

## 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.

**PARKS - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
MD Cost Sharing Agreement	\$0	\$36,494	\$41,963	\$40,383	(\$1,580)
<b>Total Revenue</b>	<b>\$0</b>	<b>\$36,494</b>	<b>\$41,963</b>	<b>\$40,383</b>	<b>(\$1,580)</b>
<b>Expenses</b>					
Salaries	\$78,005	\$129,600	\$145,200	\$126,700	(\$18,500)
Overtime	\$2,103	\$2,040	\$2,700	\$2,700	\$0
Hourly Wages	\$0	\$6,096	\$6,096	\$6,000	(\$96)
Benefits	\$24,393	\$30,100	\$33,300	\$32,900	(\$400)
General Services	\$0	\$0	\$0	\$0	\$0
Travel & Training	\$1,238	\$3,000	\$3,000	\$3,000	\$0
Freight & Postage	\$0	\$250	\$250	\$0	(\$250)
Mobile Device Services	\$235	\$900	\$900	\$900	\$0
Hospitality	\$518	\$500	\$500	\$500	\$0
Memberships	\$55	\$0	\$0	\$0	\$0
Equipment Repairs & Maintenance	\$14,994	\$45,500	\$47,500	\$49,500	\$2,000
Infrastructure Repairs & Maintenance	\$2,600	\$8,000	\$8,000	\$8,000	\$0
Contracted Services	\$67,274	\$35,000	\$54,500	\$55,000	\$500
Homeless Cleanup	\$0	\$0	\$0	\$0	\$0
Equipment Rental	\$1,978	\$2,000	\$2,000	\$2,000	\$0
Insurance	\$7,461	\$5,670	\$5,670	\$5,670	\$0
Town Own Utilities	\$0	\$30,000	\$30,000	\$30,000	\$0
Small Tools & Equipment	\$0	\$2,500	\$2,500	\$2,500	\$0
Materials	\$10,505	\$13,000	\$15,000	\$16,500	\$1,500
Fuel, Oil Other	\$985	\$1,500	\$1,500	\$1,500	\$0
Plants, Shrubs Garden Materials	\$24,455	\$26,000	\$26,000	\$26,000	\$0
Power	\$8,707	\$11,000	\$13,700	\$12,500	(\$1,200)
<b>Total Expenses</b>	<b>\$245,506</b>	<b>\$352,656</b>	<b>\$398,316</b>	<b>\$381,870</b>	<b>(\$16,446)</b>
Own Equipment	\$9,305	\$10,512	\$7,888	\$7,229	(\$659)
<b>Total Expenses</b>	<b>\$254,811</b>	<b>\$363,168</b>	<b>\$406,204</b>	<b>\$389,099</b>	<b>(\$17,105)</b>
<b>Net Operating (Deficit)</b>	<b>(\$254,811)</b>	<b>(\$326,674)</b>	<b>(\$364,241)</b>	<b>(\$348,716)</b>	<b>\$15,525</b>



**Major Revenue Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – revenue

None.

**Major Expenditure Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – expenditures

\$19,000 position adjustments.

**SPORTS FIELDS - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Youth Fees	\$3,611	\$6,000	\$6,000	\$6,000	\$0
Adult Fees	\$5,277	\$6,000	\$6,000	\$6,000	\$0
Advertising	\$0	\$0	\$0	\$6,000	\$6,000
MD Cost Sharing Agreement	\$0	\$12,558	\$12,623	\$11,359	(\$1,264)
<b>Total Revenue</b>	<b>\$8,888</b>	<b>\$24,558</b>	<b>\$24,623</b>	<b>\$29,359</b>	<b>\$4,736</b>
<b>Expenses</b>					
Contracted Services	\$64,538	\$55,000	\$55,000	\$55,000	\$0
Materials	\$6,870	\$15,000	\$15,000	\$15,000	\$0
Power	\$1,601	\$1,600	\$1,911	\$1,800	(\$111)
<b>Total Expenses</b>	<b>\$73,009</b>	<b>\$71,600</b>	<b>\$71,911</b>	<b>\$71,800</b>	<b>(\$111)</b>
Own Equipment	\$6,048	\$6,832	\$3,944	\$3,614	(\$330)
<b>Total Expenses</b>	<b>\$79,057</b>	<b>\$78,432</b>	<b>\$75,855</b>	<b>\$75,414</b>	<b>(\$441)</b>
<b>Net Operating (Deficit)</b>	<b>(\$70,169)</b>	<b>(\$53,874)</b>	<b>(\$51,232)</b>	<b>(\$46,055)</b>	<b>\$5,177</b>

**Major Revenue Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – revenue

\$6,000 increase for advertising at sports fields.

**Major Expenditure Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – expenditures

None.

**GRASS CUTTING - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
MD Cost Sharing Agreement	\$0	\$12,329	\$12,329	\$12,329	\$0
<b>Total Operating Revenue</b>	<b>\$0</b>	<b>\$12,329</b>	<b>\$12,329</b>	<b>\$12,329</b>	<b>\$0</b>
Charges to Other Departments	\$24,250	\$24,250	\$24,250	\$24,250	\$0
<b>Total Revenue</b>	<b>\$24,250</b>	<b>\$36,579</b>	<b>\$36,579</b>	<b>\$36,579</b>	<b>\$0</b>
<b>Expenses</b>					
Contracted Services	\$108,175	\$115,000	\$115,000	\$115,000	\$0
Materials	\$0	\$2,030	\$2,030	\$0	(\$2,030)
<b>Total Operating Expenses</b>	<b>\$108,175</b>	<b>\$117,030</b>	<b>\$117,030</b>	<b>\$115,000</b>	<b>(\$2,030)</b>
Own Equipment	\$3,466	\$3,914	\$3,938	\$3,609	(\$329)
<b>Total Expenses</b>	<b>\$111,641</b>	<b>\$120,944</b>	<b>\$120,968</b>	<b>\$118,609</b>	<b>(\$2,359)</b>
<b>Net Operating (Deficit)</b>	<b>(\$87,391)</b>	<b>(\$84,365)</b>	<b>(\$84,389)</b>	<b>(\$82,030)</b>	<b>\$2,359</b>

**Major Revenue Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – revenue

None.

**Major Expenditure Variances (\$5,000+)**

Explanation of Changes 2025 vs 2024 – expenditures

None.

## NORTHERN LAKES AQUATIC CENTRE

## 2025 Budget Summary

Northern Lakes Aquatic Centre	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$102,618	\$115,500	\$115,500	\$123,500	7%
Government Transfers for Operating	\$0	\$91,824	\$88,015	\$90,404	3%
Rental Income	\$35,316	\$37,000	\$52,000	\$52,000	0%
Other Revenue	\$7,000	\$0	\$0	\$0	0%
Operating Revenue	\$144,934	\$244,324	\$255,515	\$265,904	4%
Internal Transfers Revenue	\$0	\$7,000	\$7,000	\$7,000	0%
Total Revenue	\$144,934	\$251,324	\$262,515	\$272,904	4%
<b>Expenses</b>					
Salaries, Wages and Benefits	\$457,272	\$446,700	\$434,200	\$459,600	6%
Contracted and General Services	\$60,449	\$62,245	\$62,500	\$64,515	3%
Materials, Supplies and Utilities	\$127,994	\$83,109	\$88,527	\$87,750	-1%
Operating Expenses	\$645,715	\$592,054	\$585,227	\$611,865	5%
Transfers to Reserves	\$20,000	\$20,000	\$20,000	\$20,000	0%
Total Expenses	\$665,715	\$612,054	\$605,227	\$631,865	4%
Total Net Operating Requirement	\$520,781	\$360,730	\$342,712	\$358,961	5%

## 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.

## 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.

### NORTHERN LIGHTS AQUATIC CENTRE - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Youth Lessons	\$42,750	\$40,000	\$40,000	\$40,000	\$0
Adult Lessons	\$268	\$1,000	\$1,000	\$1,000	\$0
Advanced Lessons	\$2,867	\$1,000	\$1,000	\$5,000	\$4,000
Youth Fees	\$12,229	\$15,000	\$15,000	\$15,000	\$0
Adult Fees	\$32,134	\$50,000	\$50,000	\$50,000	\$0
Senior Fees	\$4,713	\$1,000	\$1,000	\$5,000	\$4,000
Concession Sales	\$7,183	\$7,500	\$7,500	\$7,500	\$0
School / Club Rental	\$5,457	\$22,000	\$22,000	\$22,000	\$0
Private Rentals	\$29,059	\$15,000	\$30,000	\$30,000	\$0
Donations	\$7,000	\$0	\$0	\$0	\$0
MD Cost Sharing Agreement	\$0	\$91,824	\$88,015	\$90,404	\$2,389
<b>Total Revenue</b>	<b>\$143,660</b>	<b>\$244,324</b>	<b>\$255,515</b>	<b>\$265,904</b>	<b>\$10,389</b>
From Operating	\$0	\$7,000	\$7,000	\$7,000	\$0
<b>Total Revenue</b>	<b>\$143,660</b>	<b>\$251,324</b>	<b>\$262,515</b>	<b>\$272,904</b>	<b>\$10,389</b>
<b>Expenses</b>					
Salaries	\$135,212	\$187,500	\$171,800	\$131,000	(\$40,800)
Overtime	\$26,606	\$4,700	\$4,700	\$4,700	\$0
Hourly Wages	\$244,811	\$187,000	\$190,000	\$244,800	\$54,800
Benefits	\$50,643	\$67,500	\$67,700	\$79,100	\$11,400
Travel & Training	\$8,697	\$8,000	\$8,000	\$8,000	\$0
Training	\$0	\$0	\$0	\$0	\$0
Freight & Postage	\$4,902	\$2,750	\$3,000	\$5,000	\$2,000

Mobile Device Services	\$507	\$540	\$540	\$540	\$0
Hospitality	\$92	\$500	\$500	\$500	\$0
Advertising	\$100	\$550	\$550	\$550	\$0
Memberships	\$355	\$500	\$500	\$500	\$0
Building Repairs & Maintenance	\$40,672	\$44,000	\$44,000	\$44,000	\$0
Contracted Services	\$4,712	\$5,000	\$5,000	\$5,000	\$0
Insurance	\$412	\$405	\$410	\$425	\$15
Town Own Utilities	\$38,466	\$35,000	\$35,000	\$35,000	\$0
Clothing, Uniforms, Footwear	\$4,125	\$1,500	\$1,500	\$1,500	\$0
Training Supplies	\$2,548	\$3,000	\$3,000	\$3,000	\$0
Materials	\$30,816	\$10,609	\$10,927	\$15,000	\$4,073
Chemicals	\$12,008	\$12,000	\$12,000	\$12,000	\$0
Gas	\$31,750	\$14,000	\$19,000	\$14,000	(\$5,000)
Office Supplies	\$1,578	\$2,000	\$2,100	\$2,250	\$150
Concession Supplies	\$6,703	\$5,000	\$5,000	\$5,000	\$0
<b>Total Expenses</b>	<b>\$645,715</b>	<b>\$592,054</b>	<b>\$585,227</b>	<b>\$611,865</b>	<b>\$26,638</b>
Transfer to Reserve	\$20,000	\$20,000	\$20,000	\$20,000	\$0
<b>Total Expenses</b>	<b>\$665,715</b>	<b>\$612,054</b>	<b>\$605,227</b>	<b>\$631,865</b>	<b>\$26,638</b>
<b>Net Operating (Deficit)</b>	<b>(\$522,055)</b>	<b>(\$360,730)</b>	<b>(\$342,712)</b>	<b>(\$358,961)</b>	<b>(\$16,249)</b>

### Major Revenue Variances (\$5,000+)

Explanation of Changes 2025 vs 2024 – revenue

None.

### Major Expenditure Variances (\$5,000+)

Explanation of Changes 2025 vs 2024 – expenditures

\$25,400 increase to pool salaries and wages to reflect current operating hours.

Note that Pool Supervisor Salaries are only being budgeted at 20% of full hours to reflect current operating model

\$5,000 gas adjustment.



## PLANNING, LAND AND ECONOMIC DEVELOPMENT

### 2023/2025 3 Year Budget Comparison

PLANNING, LAND AND ECONOMIC DEVELOPMENT	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2023/2025
<b>Revenues</b>					
Planning and Development	\$30,436	\$50,130	\$50,130	\$60,480	21%
Economic Development	\$53,000	\$0	\$20,000	\$127,500	0%
Land Development	\$0	\$125,000	\$125,000	\$125,000	0%
<b>Total Revenues</b>	<b>\$83,436</b>	<b>\$175,130</b>	<b>\$195,130</b>	<b>\$312,980</b>	<b>79%</b>
<b>Expenses</b>					
Planning and Development	\$204,520	\$302,717	\$333,986	\$264,589	-13%
Economic Development	\$220,707	\$182,443	\$208,406	\$180,969	-1%
Land Development	\$25,031	\$34,800	\$27,600	\$27,600	-21%
<b>Total Expenses</b>	<b>\$450,258</b>	<b>\$519,960</b>	<b>\$569,992</b>	<b>\$473,157</b>	<b>-9%</b>
<b>Total Net Operating Requirement</b>	<b>\$366,822</b>	<b>\$344,830</b>	<b>\$374,862</b>	<b>\$160,177</b>	<b>-54%</b>
<b>Net Transfers to Reserve</b>	<b>\$84,565</b>	<b>\$20,200</b>	<b>\$9,800</b>	<b>\$66,731</b>	<b>230%</b>
<b>Total Net Operating Requirement</b>	<b>\$451,387</b>	<b>\$365,030</b>	<b>\$384,662</b>	<b>\$226,908</b>	<b>-38%</b>

2025 Budget Summary

Planning, Land and Economic Development	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$1,400	\$126,200	\$126,200	\$146,200	16%
Government Transfers for Operating	\$53,000	\$0	\$20,000	\$107,500	438%
Licenses and Permits	\$29,036	\$48,930	\$48,930	\$59,280	21%
<b>Operating Revenues</b>	<b>\$83,436</b>	<b>\$175,130</b>	<b>\$195,130</b>	<b>\$312,980</b>	<b>60%</b>
Transfer From Reserve	\$84,565	\$100,000	\$130,000	\$53,469	-59%
<b>Total Revenues</b>	<b>\$168,001</b>	<b>\$275,130</b>	<b>\$325,130</b>	<b>\$366,449</b>	<b>13%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$274,097	\$352,500	\$387,900	\$330,100	-15%
Contracted and General Services	\$159,861	\$145,235	\$168,060	\$138,220	-18%
Materials, Supplies and Utilities	\$9,274	\$13,750	\$9,300	\$500	-95%
<b>Operating Expenses</b>	<b>\$443,232</b>	<b>\$511,485</b>	<b>\$565,260</b>	<b>\$468,820</b>	<b>-17%</b>
Transfers to Reserves	\$0	\$120,200	\$120,200	\$120,200	0%
Internal Transfers	\$7,026	\$8,475	\$4,732	\$4,337	-8%
<b>Total Expenses</b>	<b>\$450,258</b>	<b>\$640,160</b>	<b>\$690,192</b>	<b>\$593,357</b>	<b>-14%</b>
<b>Total Net Operating Requirements</b>	<b>\$282,257</b>	<b>\$365,030</b>	<b>\$365,062</b>	<b>\$226,908</b>	<b>-38%</b>



## 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.

### 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

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.

### 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

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.

## 2025 Budget Summary

Planning	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$1,400	\$1,200	\$1,200	\$1,200	0%
Licenses and Permits	\$29,036	\$48,930	\$48,930	\$59,280	21%
<b>Operating Revenues</b>	<b>\$30,436</b>	<b>\$50,130</b>	<b>\$50,130</b>	<b>\$60,480</b>	<b>21%</b>
Transfer From Reserve	\$0	\$0	\$30,000	\$0	-100%
<b>Total Revenues</b>	<b>\$30,436</b>	<b>\$50,130</b>	<b>\$80,130</b>	<b>\$60,480</b>	<b>-25%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$165,248	\$247,100	\$250,000	\$211,300	-15%
Contracted and General Services	\$35,230	\$50,395	\$80,420	\$50,620	-37%
Materials, Supplies and Utilities	\$482	\$1,200	\$1,200	\$500	-58%
<b>Operating Expenses</b>	<b>\$200,960</b>	<b>\$298,695</b>	<b>\$331,620</b>	<b>\$262,420</b>	<b>-21%</b>
Internal Transfers	\$3,560	\$4,022	\$2,366	\$2,169	-8%
<b>Total Expenses</b>	<b>\$204,520</b>	<b>\$302,717</b>	<b>\$333,986</b>	<b>\$264,589</b>	<b>-21%</b>
<b>Total Net Operating Requirements</b>	<b>\$174,084</b>	<b>\$252,587</b>	<b>\$253,856</b>	<b>\$204,109</b>	<b>-20%</b>

## Revenues

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

## 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.

**PLANNING AND DEVELOPMENT - Detail**

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Fees For Service	\$1,400	\$1,200	\$1,200	\$1,200	\$0
Complaint Fees	\$300	\$1,500	\$1,500	\$1,500	\$0
Development Permits	\$25,196	\$27,300	\$27,300	\$37,650	\$10,350
Amendments & Agreements	\$3,000	\$5,600	\$5,600	\$5,600	\$0
Compliance Certificates	\$540	\$2,030	\$2,030	\$2,030	\$0
Transfer From Reserve	\$0	\$0	\$30,000	\$0	(\$30,000)
Cost Recovery	\$0	\$12,500	\$12,500	\$12,500	\$0
<b>Total Revenue</b>	<b>\$30,436</b>	<b>\$50,130</b>	<b>\$80,130</b>	<b>\$60,480</b>	<b>(\$19,650)</b>
<b>Expenses</b>					
Salaries	\$134,739	\$206,000	\$203,700	\$171,000	(\$32,700)
Overtime	\$1,349	\$1,500	\$1,500	\$1,500	\$0
Benefits	\$29,160	\$39,600	\$44,800	\$38,800	(\$6,000)
Travel & Training	\$7,491	\$7,000	\$7,000	\$7,000	\$0
Freight & Postage	\$0	\$200	\$200	\$200	\$0
Hospitality	\$0	\$400	\$400	\$600	\$200
Advertising	\$0	\$0	\$0	\$0	\$0
Professional Services	\$0	\$3,575	\$3,600	\$3,600	\$0
Legal Services	\$12,636	\$24,000	\$39,000	\$24,000	(\$15,000)
Engineering Services	\$13,538	\$13,100	\$28,100	\$13,100	(\$15,000)
Memberships	\$125	\$300	\$300	\$300	\$0
Rail Crossing Maintenance	\$0	\$600	\$600	\$0	(\$600)
Contracting	\$0	\$0	\$0	\$0	\$0
IT Licensing	\$1,340	\$1,220	\$1,220	\$1,220	\$0
Title Searches	\$0	\$0	\$0	\$600	\$600
Office Supplies	\$482	\$1,200	\$1,200	\$500	(\$700)
<b>Total Expenses</b>	<b>\$200,860</b>	<b>\$298,695</b>	<b>\$331,620</b>	<b>\$262,420</b>	<b>(\$69,200)</b>
Own Equipment	\$3,560	\$4,022	\$2,366	\$2,169	(\$197)
<b>Total Expenses</b>	<b>\$204,420</b>	<b>\$302,717</b>	<b>\$333,986</b>	<b>\$264,589</b>	<b>(\$69,397)</b>
<b>Net Operating (Deficit)</b>	<b>(\$173,984)</b>	<b>(\$252,587)</b>	<b>(\$253,856)</b>	<b>(\$204,109)</b>	<b>\$49,747</b>

### Major Revenue Variances (\$5,000+)

#### Explanation of Changes 2025 vs 2024 – revenues

In June of 2024 Council made a resolution waiving all development application fees and deposits. This accounts for a \$9650.00 difference between the two years in revenue. The department has also estimated an annual licensing fee for Short Term Rentals once the regulations are implemented to be \$30,000.00 in additional revenue. For 2025 this would show as a \$20,350.00 increase in revenue for the department.

### Major Expenditure Variances (\$5,000+)

#### Explanation of Changes 2025 vs 2024 - expenses

In 2024 the department had allocated for a legal review of our Land Use Bylaw which was removed in the 2025 budget as it was a one-time project cost. The department had also allocated funds for Intersection Charges to be reviewed, as Alberta Transportation had upgraded some of the highway intersections which has an effect on the rates the municipality would charge developers for intersection levies, this was done in 2024 and is a one-time project costs.

### Accomplishments

In the past year the department has seen changes in staffing and roles. Despite the changes and significant shifts in resources the department has managed to stay on track and within allocated time frames for several high-level projects. The department is  $\frac{3}{4}$  of the way through two major statutory plan re-writes, the Municipal Development Plan and Land Use Bylaw to date there have been 2 open houses, 2 surveys, one public event pop up, coffee shop drop ins, Public Advisory Committee Meetings and Technical Advisory Committee Meetings.

The department has also completed or near completion of several other projects like the Short-Term Rental Regulation Project, providing engagement opportunities for residents to weigh in on this important subject and have a say in how the municipality proceeded. The Vending on Public Lands Policy and process was also researched, developed and the department spent time marketing the policy and process as well as going to speak to local businesses about this new policy and how they can use it to their advantage.

### 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.

### 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 department would like to head towards providing digital services for the permitting process from start to finish.

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 will continue collaborating with a Planning Consultant to review and update the Town's Municipal Development Plan and Land Use Bylaw. This project, which began in 2024, is expected to be completed by summer 2025. These documents have not been reviewed since their adoption in 2007, and while the Land Use Bylaw has undergone significant revisions and amendments, a comprehensive update is necessary. Additionally, the draft updated Land Use Bylaw will undergo a legal review to ensure alignment with provincial legislation.

The Manager will provide ongoing training and mentorship to the Planning and Development Officer to ensure proficiency in all aspects of Planning and Development. The department will also prioritize training and professional development to stay current with emerging trends and best practices in the field.

## LAND DEVELOPMENT

### Overview

Primarily includes development in the Fournier subdivision.

### Services

#### Land Management

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

#### 2025 Budget Summary

Land Development	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$0	\$125,000	\$125,000	\$125,000	0%
<b>Total Revenues</b>	<b>\$0</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>0%</b>
<b>Expenses</b>					
Contracted and General Services	\$25,031	\$34,800	\$27,600	\$27,600	0%
Materials, Supplies and Utilities	\$0	\$0	\$0	\$0	0%
<b>Operating Expenses</b>	<b>\$25,031</b>	<b>\$34,800</b>	<b>\$27,600</b>	<b>\$27,600</b>	<b>0%</b>
Transfers to Reserves	\$0	\$120,200	\$120,200	\$120,200	0%
<b>Total Expenses</b>	<b>\$50,062</b>	<b>\$189,800</b>	<b>\$175,400</b>	<b>\$175,400</b>	<b>0%</b>
<b>Total Net Operating Requirements</b>	<b>\$50,062</b>	<b>\$64,800</b>	<b>\$50,400</b>	<b>\$50,400</b>	<b>0%</b>



### LAND DEVELOPMENT - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Fees for Service	\$0	\$125,000	\$125,000	\$125,000	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$0</b>
<b>Expenses</b>					
Professional Services	\$0	\$4,800	\$4,800	\$4,800	\$0
Contracted Services	\$25,031	\$30,000	\$22,800	\$22,800	\$0
<b>Total Expenses</b>	<b>\$25,031</b>	<b>\$34,800</b>	<b>\$27,600</b>	<b>\$27,600</b>	<b>\$0</b>
Transfer to Reserve	\$0	\$120,200	\$120,200	\$120,200	\$0
<b>Total Expenses</b>	<b>\$25,031</b>	<b>\$155,000</b>	<b>\$147,800</b>	<b>\$147,800</b>	<b>\$0</b>
<b>Net Operating (Deficit)</b>	<b>(\$25,031)</b>	<b>(\$30,000)</b>	<b>(\$22,800)</b>	<b>(\$22,800)</b>	<b>\$0</b>

### Major Revenue Variances (\$5,000+)

#### Explanation of Changes 2025 vs 2024 – revenues

Sales left in for any remaining Lots sales.

### Major Expenditure Variances (\$5,000+)

#### Explanation of Changes 2025 vs 2024 - expenses

None.

Note on Contracted Services. This is where Town Beautification is being budgeted.

## ECONOMIC DEVELOPMENT

### Overview

Economic development focuses on promoting growth and prosperity by attracting new businesses, supporting existing businesses, and creating job opportunities for residents. The office works with other governments, agencies, contractors, and businesses to accomplish this work. EcDev works towards supporting local businesses 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. The promotion of regional tourism is also a priority. This department manages the Rural Renewal Stream for the Town which aids labour attraction and retention efforts for local and regional businesses.

#### 2025 Budget Summary

Economic Development	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
User Fees and Sales of Goods	\$0	\$0	\$0	\$20,000	0%
Government Transfers for Operating	\$53,000	\$0	\$20,000	\$107,500	438%
<b>Operating Revenues</b>	<b>\$53,000</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$127,500</b>	<b>538%</b>
Transfer From Reserve	\$84,565	\$100,000	\$100,000	\$53,469	-47%
<b>Total Revenues</b>	<b>\$137,565</b>	<b>\$100,000</b>	<b>\$120,000</b>	<b>\$180,969</b>	<b>51%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$108,849	\$105,400	\$137,900	\$118,800	-14%
Contracted and General Services	\$99,600	\$60,040	\$60,040	\$60,000	0%
Materials, Supplies and Utilities	\$8,792	\$12,550	\$8,100	\$0	-100%
<b>Operating Expenses</b>	<b>\$217,241</b>	<b>\$177,990</b>	<b>\$206,040</b>	<b>\$178,800</b>	<b>-13%</b>
Internal Transfers	\$3,466	\$4,453	\$2,366	\$2,169	-8%
<b>Total Expenses</b>	<b>\$437,948</b>	<b>\$360,433</b>	<b>\$414,446</b>	<b>\$359,769</b>	<b>-13%</b>
<b>Total Net Operating Requirements</b>	<b>\$300,383</b>	<b>\$260,433</b>	<b>\$294,446</b>	<b>\$178,800</b>	<b>-39%</b>

## Revenues

Transfers from Reserves and provincial 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.

## ECONOMIC DEVELOPMENT - Detail

Description	2023 Actuals	Approved 2023 Budget	Approved 2024 Budget	Approved 2025 Budget	\$ Change 2024/2025
<b>Revenue</b>					
Fees for Service	\$0	\$0	\$0	\$20,000	\$20,000
Provincial Grants	\$53,000	\$0	\$20,000	\$107,500	\$87,500
<b>Total Revenue</b>	<b>\$53,000</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$127,500</b>	<b>\$107,500</b>
Transfer from Reserves	\$84,565	\$100,000	\$100,000	\$53,469	(\$46,531)
<b>Total Revenue</b>	<b>\$137,565</b>	<b>\$100,000</b>	<b>\$120,000</b>	<b>\$180,969</b>	<b>\$60,969</b>
<b>Expenses</b>					
Salaries	\$84,056	\$87,500	\$93,400	\$93,400	\$0
Overtime	\$3,439	\$0	\$5,000	\$5,000	\$0
Wages	\$0	\$0	\$20,000	\$0	(\$20,000)
Benefits	\$21,354	\$17,900	\$19,500	\$20,400	\$900
Travel and Training	\$1,215	\$2,500	\$2,500	\$0	(\$2,500)
Mobile Device Services	\$754	\$540	\$540	\$0	(\$540)
Telephone & Security Line Services	\$0	\$700	\$700	\$0	(\$700)
Advertising	\$17,225	\$36,000	\$36,000	\$0	(\$36,000)
Memberships	\$3,386	\$300	\$300	\$0	(\$300)
Contracted Services	\$77,020	\$20,000	\$20,000	\$60,000	\$40,000
Materials	\$8,792	\$11,050	\$6,600	\$0	(\$6,600)

## ECONOMIC DEVELOPMENT | PLANNING, LAND AND ECONOMIC DEVELOPMENT

Office Supplies	\$0	\$1,500	\$1,500	\$0	(\$1,500)
<b>Total Expenses</b>	<b>\$217,241</b>	<b>\$177,990</b>	<b>\$206,040</b>	<b>\$178,800</b>	<b>(\$27,240)</b>

Own Equipment	\$3,466	\$4,453	\$2,366	\$2,169	(\$197)
<b>Total Expenses</b>	<b>\$220,707</b>	<b>\$182,443</b>	<b>\$208,406</b>	<b>\$180,969</b>	<b>(\$27,437)</b>
<b>Net Operating (Deficit)</b>	<b>(\$83,142)</b>	<b>(\$82,443)</b>	<b>(\$88,406)</b>	<b>\$0</b>	<b>\$88,406</b>

### Major Revenue Variances (\$5,000+)

#### Explanation of Changes 2025 vs 2024 – revenues Increases - \$107,500

\$87,500 – Grant funding  
\$20,000 – rural renewal contracts

### Major Expenditure Variances (\$5,000+)

#### Explanation of Changes 2025 vs 2024 – expenditures

**\$27,240 decrease.** Overall adjustment to Economic development program. The FTE position has been adjusted to a grant funded grant writer position. Economic development officer has been removed. All related expenses for the economic development position have been removed and in it's place an amount for contracted services has been included to contract out the prior service.

## 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.

## 2023/2025 3 Year Budget Comparison

Grants To Others	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2023/2025
<b>Revenues</b>					
Airport	\$0	\$0	\$0	\$0	0%
Library	\$111,906	\$55,953	\$50,000	\$50,000	-11%
Legacy	\$204,307	\$212,000	\$212,000	\$212,000	0%
Grants	\$30,000	\$20,000	\$25,000	\$25,000	25%
<b>Total Revenues</b>	<b>\$346,213</b>	<b>\$287,953</b>	<b>\$287,000</b>	<b>\$287,000</b>	<b>0%</b>
<b>Expenses</b>					
Airport	\$114,750	\$114,750	\$114,750	\$180,000	57%
Library	\$396,885	\$378,558	\$344,150	\$378,511	0%
Legacy	\$304,029	\$290,940	\$321,140	\$347,940	20%
Grants	\$30,000	\$30,000	\$25,000	\$39,000	30%
<b>Total Expenses</b>	<b>\$845,664</b>	<b>\$814,248</b>	<b>\$805,040</b>	<b>\$945,451</b>	<b>16%</b>
<b>Total Net Operating Requirement</b>	<b>\$499,451</b>	<b>\$526,295</b>	<b>\$518,040</b>	<b>\$658,451</b>	<b>25%</b>

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.

2025 Budget Summary					
Airport	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
Revenues					
Government Transfers for Operating	\$0	\$0	\$0	\$0	0%
Total Revenues	\$0	\$0	\$0	\$0	0%
Expenses					
Transfers to Individuals and Organizations	\$114,750	\$114,750	\$114,750	\$180,000	57%
Total Expenses	\$114,750	\$114,750	\$114,750	\$180,000	57%
Total Net Operating Requirements	\$114,750	\$114,750	\$114,750	\$180,000	57%

## 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.

### 2025 Budget Summary

Libraries	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
Government Transfers for Operating	\$111,906	\$55,953	\$50,000	\$50,000	0%
<b>Total Revenues</b>	<b>\$111,906</b>	<b>\$55,953</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0%</b>
<b>Expenses</b>					
Contracted and General Services	\$45,106	\$47,741	\$48,741	\$53,561	10%
Transfers to Individuals and Organizations	\$351,779	\$330,817	\$295,409	\$324,950	10%
<b>Total Expenses</b>	<b>\$396,885</b>	<b>\$378,558</b>	<b>\$344,150</b>	<b>\$378,511</b>	<b>10%</b>
<b>Total Net Operating Requirements</b>	<b>\$284,979</b>	<b>\$322,605</b>	<b>\$294,150</b>	<b>\$328,511</b>	<b>12%</b>

## 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.

## 2025 Budget Summary

LEGACY	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
Other Income	\$204,307	\$212,000	\$212,000	\$212,000	0%
<b>Total Revenues</b>	<b>\$204,307</b>	<b>\$212,000</b>	<b>\$212,000</b>	<b>\$212,000</b>	<b>0%</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	\$204,029	\$190,400	\$195,600	\$197,400	1%
Contracted and General Services	\$0	\$540	\$540	\$540	0%
Transfers to Individuals and Organizations	\$100,000	\$100,000	\$125,000	\$150,000	20%
<b>Total Expenses</b>	<b>\$304,029</b>	<b>\$290,940</b>	<b>\$321,140</b>	<b>\$347,940</b>	<b>8%</b>
<b>Total Net Operating Requirements</b>	<b>\$99,722</b>	<b>\$78,940</b>	<b>\$109,140</b>	<b>\$135,940</b>	<b>25%</b>



## 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.

MD of Lesser Slave River Cost Sharing	2023 Actuals	2023 Budget	2024 Budget	2025 Budget
Fire Services Transfer Requirements	\$451,029	\$649,894	\$690,525	\$543,943
Fire Services Annual Increase		-1%	6%	-21%
Fire Smart Contribution	\$0	\$50,000	\$75,000	\$100,000
Fire Smart Annual Increase		100%	50%	33%
<b>Total Fire Services Transfer Requirements</b>	<b>\$451,029</b>	<b>\$699,894</b>	<b>\$765,525</b>	<b>\$643,943</b>
Total Annual Increase		3%	9%	-16%
Inter-Municipal Cost Sharing	\$442,489	\$435,384	\$449,433	\$458,790
Inter-Municipal Cost Sharing Annual Increase		3%	3%	2%
<b>Total Transfer Requirements</b>	<b>\$893,518</b>	<b>\$1,135,278</b>	<b>\$1,214,957</b>	<b>\$1,102,733</b>
Total Transfer Increase		2%	7%	-9%

## PROPERTY ASSESSMENT

Property Assessment is done by an independent 3<sup>rd</sup> 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, telecom)

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.

#### 2025 Budget Summary

GENERAL REVENUE	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
Franchise Fees	\$1,360,680	\$1,440,598	\$1,835,875	\$1,835,875	0%
Rental Income	\$871,887	\$200,000	\$250,000	\$235,000	-6%
Leases	\$37,335	\$30,368	\$35,368	\$35,368	0%
Government Transfers for Operating	\$588,626	\$0	\$0	\$0	0%
<b>Total Revenues</b>	<b>\$2,858,528</b>	<b>\$1,670,966</b>	<b>\$2,121,243</b>	<b>\$2,106,243</b>	<b>-1%</b>
<b>Expenses</b>					
Transfers to Reserve	\$0	\$166,000	\$861,000	\$176,000	-80%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$166,000</b>	<b>\$861,000</b>	<b>\$176,000</b>	<b>-80%</b>
<b>Total Net Operating Requirements</b>	<b>\$2,858,528</b>	<b>\$1,504,966</b>	<b>\$1,260,243</b>	<b>\$1,930,243</b>	<b>53%</b>

## 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%.

## 2025 Budget Summary

TAXATION	2023 Actual	2023 Budget	2024 Budget	2025 Budget	% Change 2024/2025
<b>Revenues</b>					
Taxes	\$9,921,911	\$9,676,058	\$9,868,455	\$9,868,455	0%
Penalties on Taxes	\$141,050	\$109,940	\$109,940	\$109,940	0%
Requisitions Collected	\$2,863,606	\$2,788,503	\$3,059,888	\$3,046,388	0%
<b>Total Revenues</b>	<b>\$12,926,567</b>	<b>\$12,574,501</b>	<b>\$13,038,283</b>	<b>\$13,024,783</b>	<b>0%</b>
<b>Expenses</b>					
Requisitions Expended	\$2,787,554	\$2,788,503	\$3,059,888	\$3,046,388	0%
Bad Debts	\$118,667	\$50,000	\$50,000	\$96,105	92%
<b>Total Expenses</b>	<b>\$2,906,221</b>	<b>\$2,838,503</b>	<b>\$3,109,888</b>	<b>\$3,142,493</b>	<b>1%</b>
<b>Total Net Taxes</b>	<b>\$10,020,346</b>	<b>\$9,735,998</b>	<b>\$9,928,395</b>	<b>\$9,882,290</b>	<b>0%</b>

**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.

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## CURRENT DEBT

The Town currently has 8 debentures issued which cover financing for 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.

DEBENTURES	DETAILS	LENDER	BYLAW	AMOUNT	BALANCE 2024	FULLY PAID
ADMINISTRATION	GC Building	Province	23-2006	\$2,025,500	\$1,132,237	2036
ADMINISTRATION	GC Building	Province	17-2007	\$1,520,000	\$582,420	2029
GOVERNMENT	GC Building	Province	19-2007 03-2008	\$26,996,000	\$8,466,114	2029
FIRE SERVICES	Old Fire Hall Building	Province	04-2010	\$513,500	\$43,126	2025
WATER SERVICES	Water Line	Province	16-2009	\$2,067,000	\$177,926	2025
WASTE WATER	Sewage Line	Province	21-2020	\$575,100	\$478,326	2029
WASTE WATER	Sewage Lagoon	GMF		\$6,450,729	\$5,776,400	2041
COMMUNITY SERVICES	Field House	Province	21-2009 17-2010	\$3,454,000	\$2,019,094	2036

## 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				
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
2022	\$35,250,425	\$11,686,788	\$11,947,481	\$23,302,944
2023	\$37,906,643	\$10,114,604	\$11,133,337	\$26,773,306
Projected				
2024	\$38,822,975	\$8,466,115	\$10,209,528	\$28,613,447
2025	\$36,244,795	\$6,737,615	\$9,419,731	\$26,825,064
2026	\$36,058,712	\$4,925,222	\$8,829,181	\$27,229,531

## AMORTIZATION

Department	Type	2023 Actuals	2023 Approved Budget	2024 Approved Budget	2025 Proposed Budget
Administration	Depreciation	\$740,547	\$752,107	\$762,107	\$762,107
Fire Services	Depreciation	\$307,461	\$302,527	\$322,527	\$322,527
Fire Smart	Depreciation	\$44,589	\$44,589	\$44,589	\$44,589
Community Enforcement	Depreciation	\$20,237	\$19,700	\$19,700	\$19,700
Operations	Depreciation	\$917,330	\$894,292	\$894,292	\$894,292
Water Services	Depreciation	\$2,406,857	\$2,011,226	\$2,111,226	\$2,111,226
Waste Water Services	Depreciation	\$774,826	\$870,071	\$970,071	\$970,071
Garbage	Depreciation	\$7,482	\$7,482	\$7,482	\$7,482
Cemetery	Depreciation	\$59,087	\$59,105	\$59,105	\$59,105
Community Services	Depreciation	\$1,003,974	\$985,108	\$1,005,108	\$1,005,108
<b>Total</b>		<b>\$6,282,390</b>	<b>\$5,946,207</b>	<b>\$6,196,207</b>	<b>\$6,196,207</b>



## 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.



## BUDGET PER FINANCIAL STATEMENTS

### TOWN OF SLAVE LAKE 2025 Operating Budget

Type	2025
	Approved Budget
<b>REVENUES</b>	
Net municipal taxes	\$9,868,455
User fees and sales of goods	\$6,307,308
Interest income	\$235,000
Penalties and costs of taxes	\$144,075
Government transfers for operating	\$2,078,535
Development levies	\$0
Licenses and permits	\$149,900
Fines	\$95,500
Franchise and concession contracts	\$1,835,875
Rental income	\$3,182,549
Other revenue	\$266,000
<b>Total Revenues</b>	<b>\$24,163,197</b>

<b>EXPENSES</b>	
General Government	
<b>Council</b>	<b>\$260,250</b>
<b>Administration</b>	<b>\$3,214,885</b>
Protective Services	
<b>Bylaw Enforcement</b>	<b>\$220,035</b>
<b>Police</b>	<b>\$2,728,200</b>
<b>Fire Services</b>	<b>\$1,718,420</b>
Transportation	
<b>Operation Services</b>	<b>\$2,473,182</b>
Environmental Use and Protection	
<b>Water Supply and Distribution</b>	<b>\$1,555,848</b>
<b>Wastewater Treatment and Disposal</b>	<b>\$918,435</b>

Waste Management	\$705,516
Public Health and Welfare	
Family and Community Supports	\$245,235
Cemetery	\$24,180
Planning and Development	
Planning, Land and Economic Development	\$468,820
Commercial Properties	\$1,271,470
Recreation and culture	
Parks and recreation	\$3,015,251
Libraries, halls	\$726,451
<b>Total Expenses</b>	<b>\$19,546,178</b>
Amortization	\$6,196,207
<b>Total Expenses</b>	<b>\$25,742,385</b>
<b>Surplus (Deficit)</b>	<b>(\$1,579,188)</b>
Other	
Government Transfers For Capital	\$1,750,000
Gains on disposal	
Contributed assets	
Donations for Capital	
	<b>\$1,750,000</b>
<b>Net Income</b>	<b>\$170,812</b>

## CHANGES IN ACCUMULATED SURPLUS

### Estimated Changes in Accumulated Surplus

Year Ending December 31, 2025	Unrestricted	Restricted	Equity in Tangible Capital Assets	Total
<b>Balance, Beginning of year</b>	\$1,147,961	\$16,346,894	\$149,237,508	\$166,732,363
Excess (deficiency) of revenues over expenses	\$170,812			\$170,812
Unrestricted funds designated for future use	(\$2,336,004)	\$2,336,004		
Restricted funds used for operations	\$252,201	(\$252,201)		
Restricted funds used for tangible capital assets		(\$5,969,500)	\$5,969,500	
Current year funds used for tangible capital assets	(\$1,750,000)		\$1,750,000	
Annual amortization expense	\$6,196,207		(\$6,196,207)	
Long-term debt repaid	(\$2,538,932)		\$2,538,932	
<b>Change in accumulated surplus</b>	<b>(\$5,716)</b>	<b>(\$3,885,697)</b>	<b>\$4,062,225</b>	<b>\$170,812</b>
<b>Balance, End of year</b>	<b>\$1,142,245</b>	<b>\$12,461,197</b>	<b>\$153,299,733</b>	<b>\$166,903,175</b>

## SPENDING PLANS

Type	2026	2027	2028
	Spending Plan	Spending Plan	Spending Plan
<b>Revenues</b>			
Municipal Taxes	\$10,268,781	\$10,722,951	\$11,228,301
User Fees and Sales of Goods	\$6,182,254	\$6,195,252	\$6,195,384
Interest Earned	\$220,000	\$200,000	\$200,000
Penalties	\$144,198	\$144,227	\$144,227
Government Transfers for Operating	\$2,074,760	\$1,904,621	\$1,880,557
Licenses and Permits	\$159,550	\$159,550	\$159,550
Fines and Costs	\$95,500	\$95,500	\$95,500
Franchise Fees	\$1,835,875	\$1,835,875	\$1,835,875
Rental Income	\$3,197,549	\$3,197,551	\$3,197,552
Other Revenue	\$266,000	\$266,000	\$216,000
<b>Total Revenues</b>	<b>\$24,444,467</b>	<b>\$24,721,527</b>	<b>\$25,152,946</b>
<b>Requisitions</b>			
Requisitions Collected	\$3,059,888	\$3,059,888	\$3,059,888
Requisitions Expended	\$3,059,888	\$3,059,888	\$3,059,888
<b>Net Requisitions</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Net Revenues</b>	<b>\$24,444,467</b>	<b>\$24,721,527</b>	<b>\$25,152,946</b>
<b>Expenses</b>			
Salaries, Wages and Benefits	\$7,907,062	\$7,959,370	\$7,979,255
Contracted and General Services	\$7,166,646	\$7,264,965	\$7,375,667
Materials, Supplies and Utilities	\$3,245,657	\$3,334,797	\$3,304,297
Transfers to Individuals and Organizations	\$745,000	\$770,000	\$795,000
Bank Charges	\$12,000	\$13,000	\$13,000
Debenture Interest	\$654,594	\$559,649	\$559,649
Other Expenses	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$19,730,958</b>	<b>\$19,901,781</b>	<b>\$20,026,868</b>
<b>Net Operating Before Transfers and Debt Payments</b>	<b>\$4,713,509</b>	<b>\$4,819,747</b>	<b>\$5,126,079</b>

### Reserve Transfers

Transfers from Reserves	\$167,120	\$168,416	\$168,849
Transfers to Reserves	\$2,457,670	\$2,455,279	\$2,647,047
<b>Net Transfers to Reserves</b>	<b>\$2,290,550</b>	<b>\$2,286,863</b>	<b>\$2,478,198</b>
<b>Internal Transfers</b>			
Internal Transfers Revenue	\$1,308,204	\$1,348,002	\$1,350,848
Internal Transfers Expenditures	\$1,308,204	\$1,348,002	\$1,350,848
<b>Net Internal Transfers</b>	<b>\$0</b>	<b>(\$0)</b>	<b>\$0</b>
Gain/Loss on Disposal	\$0	\$0	\$0
Principal Debt Repayment	\$2,422,959	\$2,532,884	\$2,647,881
<b>Total Operating Before Amortization</b>	<b>\$4,713,509</b>	<b>\$4,819,747</b>	<b>\$5,126,079</b>
<b>Surplus (Deficit)</b>	<b>(\$0)</b>	<b>\$0</b>	<b>(\$0)</b>
<b>Other Items Budgeted, Non-Cash</b>			
Amortization	\$6,196,207	\$6,196,207	\$6,196,207
<b>Net Income</b>	<b>(\$6,196,207)</b>	<b>(\$6,196,207)</b>	<b>(\$6,196,207)</b>

