



2025 Budget Deliberations

November 19, 20, 26 and 28, 2024



Message from the CAO

We are proud to present the 2025 Budget for Council's review. This budget is the result of collaborative effort by staff and finance teams, aiming to invest in our community and maintain service levels.

Utility fees have not kept pace with inflation in recent years, and with external pressures like stagnant government grants, service levels have been impacted. The 2025 budget proposes modest fee adjustments, aiming to create a more equitable model that fairly shares the costs between users and taxpayers, while sustaining service levels.

We look forward to working with Council to find a balance between service levels and costs during these budget discussions.





Agenda

Budget Overview

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Division Budgets

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Council

Corporate Services

Operations

Office of the CAO

Capital & Long Term Plans

4.0

2025 Proposed Capital Budget

5 Year Capital Plan

3 Year Operating Budget

Reserves & Grants

5.0

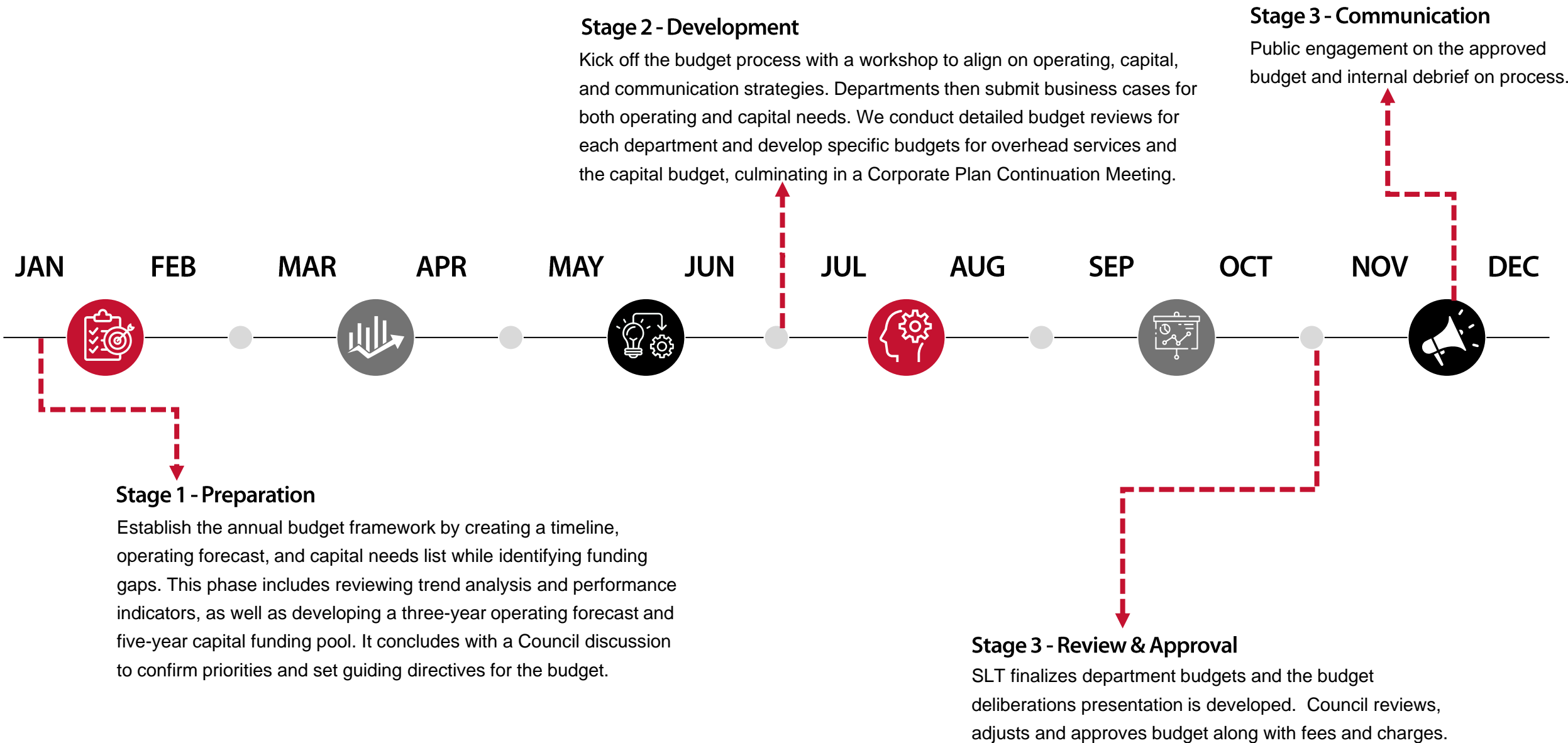


2025

Budget Overview



The Budget Process





Our Mission:

Building a safe, beautiful and sustainable community.

Our Values:

Integrity

The Town of Redwater approaches governance with transparency, honesty and consideration of community values.

Responsibility

The Town of Redwater provides high quality, efficient and effective service through commitment to ongoing improvement.

Cooperation

The Town of Redwater works well with community groups, regional neighbors, and other levels of government.

Community

The Town of Redwater strives toward having a safe, beautiful and sustainable home fostering a sense of community.

Municipal Service Equation

- Municipalities are in the “quality of life” business providing value for taxes, rates, fees and charges.
- Hundreds of critical and quality of life services are delivered each day and are supported by capital assets.



Building a Resilient Town

- **Shaping a sustainable future:** Today's budget decisions strengthen fiscal health and keep taxes steady.
- **Meeting economic challenges:** Responsible choices ensure long-term stability despite high inflation and reduced assessment revenue.
- **Balancing service and costs:** Modest tax adjustments help maintain service levels for residents and businesses.
- **Smart budget management:** By updating policies like our reserves, we balance rising costs with gradual tax changes, easing the financial impact on residents while funding essential services.



Budget Opportunities and Challenges



External Pressures

- Inflationary/deflationary pressures
- Cost sharing pressures
- Lack of assessment growth
- Provincial downloading of policing costs



Internal Pressures / Opportunities

- Emerging capital projects
- Department capacity
- Aging infrastructure

Funding Assumptions Included in the 2025 Budget

Grants

- Municipal Sustainability Initiative (MSI) Operating Grant was replaced by Local Government Fiscal Framework (LGFF) in 2024-25. MSI program will continue until local governments have utilized MSI funding allocated prior to 2024 and met all program reporting conditions.
- LGFF operating funding for 2025 has not been confirmed at this time, assumed funding at the same level as MSI in 2024 – allocated towards Fire, Disaster Services & Administration
- FCSS grants remain at current level
- Federal Summer Jobs – included for seasonal positions in Public Works, Parks & Summer Programs

Fortis Franchise Fee / Utilities

- Allocated to offset Pembina Place Debenture and balance to offset increasing Police expenses from Province & Sewer liners project reserves – no increase currently included in budget, remains at 10%
- Utility Infrastructure Reinvestment Rider increased to \$0.40 from \$0.20 per m3 on water consumption
- Water variable rate increase to \$1.65 per m3 from \$1.45, Sewer rate increase from 45% to 75%
- No additional increases on other Town controlled Utility Rates proposed at this time.

2025 Asset Management Strategies

- \$1,550 to reserve for future replacement of fire equipment
- \$90,000 asset management strategy fund for streets from taxes, ongoing long-term goal as Provincial grants are at risk of reduction
- \$321,430 utility capital investment collected from monthly utility bills, including dividend to municipality from garbage rate restructure and utility infrastructure reinvestment rider
- \$100,000 from ongoing Recreation agreement (\$50,000 County / \$50,000 Town)
- \$35,000 reserve transfer for technology reserve initiatives





2025

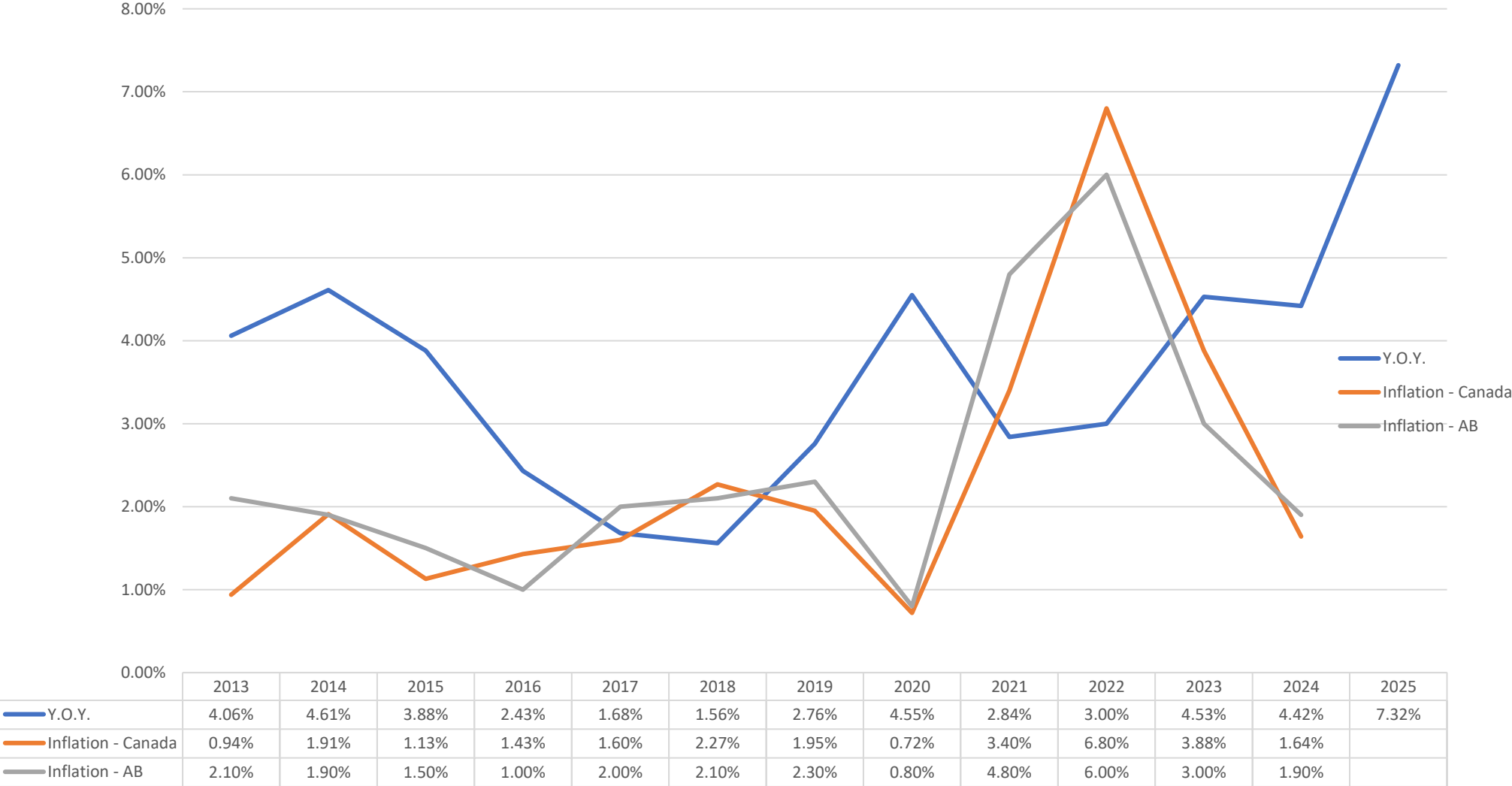
- Budgeted Operating Revenue: \$9,283,102
- Budgeted Operating Expense: \$9,283,102
- Municipal Taxation: \$3,674,133

2024

- Budgeted Operating Revenue: \$9,087,229
- Budgeted Operating Expense: \$9,087,229
- Municipal Taxation: \$3,423,394

\$250,739 (7.32%) increase over 2024 budget

Town of Redwater Historical Budget Increases



2025 Estimated Municipal Tax Dollar

Comparison of Value for the Average 2024 Assessment \$212,455

Municipal Services \$193/month

(compared to \$177/month in 2024)

- Arena & Curling facilities
- Bylaw Services
- Community Beautification
- Community Cultural Centre
- Community & Family Programs
- Economic Development & Promotion
- Emergency & Disaster Recovery
- Family & Community Support Services
- Fire Response & Prevention
- Museum & Library Facilities
- Pool, Parks & Recreation Facilities
- Road & Sidewalk Maintenance
- Street Lights
- Street Sweeping & Snow Removal

In Comparison – Other Services Monthly

(Statistics Canada 2021 * most recent data)

- Transportation \$841
- Food purchased from stores \$672
- Recreation 352
- Clothing & accessories \$192
- Health care \$231
- Restaurants \$182
- Communications \$250
- Alcoholic beverages & tobacco products \$150
- Education \$150

Monthly tax increase for average ratepayer \$16 / month

Tax Rebate

2023 – Eligibility

- Eligible Residential Assessment: \$0

2024 – Eligibility

- Eligible Residential Assessment \$450,000 - \$500,000
- Total Municipal Rebate Eligible \$4,721 - \$5,245

2025 – Projected Eligibility

- Eligible Residential Assessment \$1,500,000 - \$2,000,000
- Total Municipal Rebate Eligible \$16,300 - \$21,800



Cost of Living Comparables

| | 2025 Budget | 2024 | 2023 |
|------------------|-------------|-------|------|
| Redwater Staff | 3% | 2% | 4% |
| Redwater Council | 3% | 0% | 0% |
| Bon Accord | 2% | 2.5% | 1.5% |
| Gibbons | 2% | 3% | 3.5% |
| Legal | 2.5% | 3% | 2.5% |
| Morinville | 2-3% | 2.25% | 1.5% |
| Sturgeon | 2.5%* | 1.5%* | 3.3% |

* Using AWE instead of CPI

Wages & Contributions

For 2025, projected wages will represent 25.7% of total operating expenses, which is on par with wages as a % of total operating expenses in 2024.

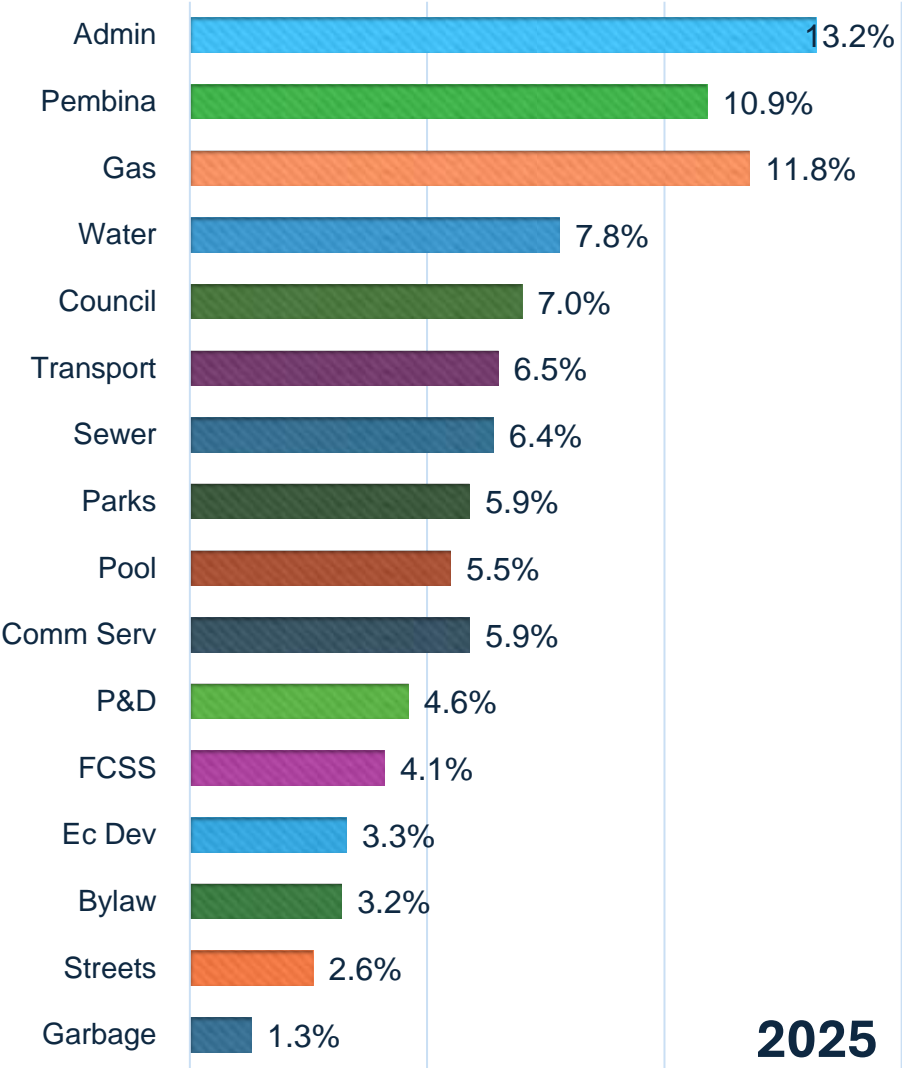
- Projected total wages \$2,386,941 (not including mayor and council)
- 2024 Budgeted Wages:
 - 2024 final budgeted total wages \$2,306,523, increase of \$80,418
- Structural changes going into 2025:
 - Elimination of one part time role in Community Services, expansion of Operations Administrative Assistant role to full time, reorganization of Community Services and Facilities Administrative positions in Q4 of 2024.
- Based on Cost of Living comparables, the following is included in the budget:
 - Employee cost of living adjustment of 3%
 - Employee compensation adjustments related to service excellence
 - Council cost of living adjustment of 3%

Wages & Contributions

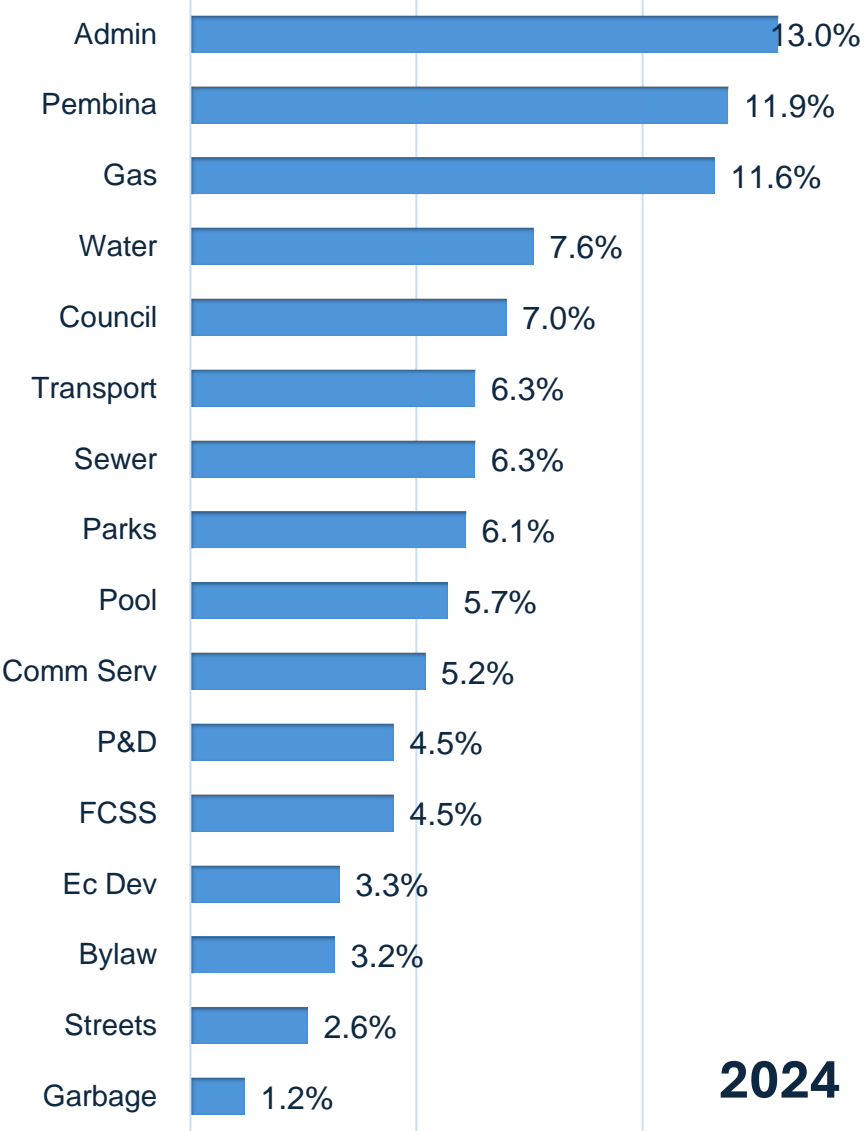
For 2025, projected contributions will represent 6.08% of total operating expenses, which is also on par with contributions as a % of total operating expenses in 2024

- Projected contributions: \$564,163
- 2024 Budgeted Contributions: \$530,472 final budget, increase of \$33,691
- Projected contribution changes include:
 - Addition of one FTE employee
 - Cost of living adjustments and staff merit increases budgeted for 2025 – approx. \$10,000 increase
 - Health benefit rate adjustments, of which account for \$10,643 of the overall contributions increase
 - Dental from \$128.62 to \$133.12 (Family) – 2.5% increase
 - Health from \$325.66 to \$356.60 (Family) – 2.8% increase
 - No change to EAP
 - Decrease in Basic Life from \$0.287 to \$0.273
 - LAPP rate above YMPE changed for 2025:
 - Below and Above YMPE rates unchanged at 8.45% and 11.65% respectively
 - YMPE increased to \$6,842 from \$5,642 which accounts for \$7,636 of overall contributions increase
 - YMPE – Yearly Maximum Pensionable Earnings

Wages and Contributions



2025



2024

Overhead

- Projected insurance premiums \$186,787
 - Budgeted 2024 premiums were \$177,041, actual premiums totaled \$171,564
- Projected power charges are \$447,618 (streetlights account for 39.4% of this total)
 - Budgeted 2024 power charges were \$405,667. Increases in delivery charges continue to be the main driver for increases power costs, as well as the addition of the leasehold building (3% of total cost budgeted for 2025)
- Projected Town gas, water and sewer are \$89,148
 - 2024 budgeted figures were \$95,767, significant portion of decrease due to decrease in gas prices
- Projected WCB premiums are \$46,397
 - 2024 budgeted costs were \$40,628, increase primarily due to increase in maximum insurance earnings from \$98,700 to \$104,600
- Projected costs for land lines, cell phones, internet access, garbage & recycling are \$36,967
 - 2024 budgeted costs were \$36,916
- Projected costs for postage, copying and equipment lease is \$43,291
 - 2024 budgeted costs were \$48,451 – Xerox lease renewed in 2024 at a lower rate

Utility Rate Analysis

- Water Services Charges
 - Variable - \$1.65/m³ – increased from \$1.45/m³ (last increase was in 2021)
 - Fixed & UCI - \$16/month (no change since 2023)
 - Utility Infrastructure Reinvestment Rider \$0.40/m³ – increased from \$0.20/m³
- Sewer Service Charges
 - Variable – 75% of water charge – increase from 45%
 - Fixed & UCI - \$16/month (no change since 2023)
- Garbage Service Charges
 - Fixed & UCI - \$8/month
 - Organics continuing to be picked up once per month in winter months
- Gas Service Charges
 - Variable - \$2.15/GJ
 - Fixed & UCI - \$19 res / \$38 commercial (no change since 2023)

| Utility Rate Analysis - Included in 2025 Budget | Water | Sewer inc. lagoon | Garbage | Gas | Total |
|-------------------------------------------------|----------------|----------------------|-----------------|----------------|------------------|
| Projected Purchases - units | 205,216 | | | 216,506 | |
| Projected Sales - units | 190,981 | @75% | | 211,407 | |
| | | | | | |
| Variable Rate - purchase | \$ 1.6125 | | | | |
| Variable rate - markup | \$ 1.65 | | | \$ 2.15 | |
| Utility Infrastructure Reinvestment Rider Rate | \$ 0.40 | | | | |
| | | | | | |
| Sales | 623,074 | 434,594 | | 923,847 | 1,981,515 |
| Utility Infrastructure Reinvestment Rider | 76,392 | | | | |
| Bulk Sales | 53,209 | 0 | | | 53,209 |
| Purchases | 330,911 | | | 470,000 | 800,911 |
| Construction Water | 800 | | | | 800 |
| Operating Margin | 422,564 | 434,594 | - | 453,847 | 1,234,613 |
| | | | | | |
| Monthly Fixed Charges | 200,832 | 200,640 | 86,400 | 255,360 | 743,232 |
| Garbage Charges | | | 130,812 | | 130,812 |
| Recycling Charges | | | 31,824 | | 31,824 |
| Connection Fees | 6,000 | | | 6,000 | 12,000 |
| Penalties | 10,100 | | | 14,500 | 24,600 |
| Other Revenue | 87,477 | 39,885 | 6,450 | 24,800 | 158,612 |
| Other Revenue | 304,409 | 240,525 | 255,486 | 300,660 | 1,101,080 |
| Total Operating Revenue | 726,973 | 675,119 | 255,486 | 754,507 | 2,335,693 |
| | | | | | |
| Total Administrative Operating Costs | 468,329 | 365,109 | 56,434 | 486,495 | 1,376,367 |
| | | | | | |
| Total System Operating Costs | 115,737 | 70,483 | 142,018 | 105,161 | 433,399 |
| Expenses | 584,066 | 435,592 | 198,452 | 591,656 | 1,809,766 |
| Transfer to Reserves | 43,932 | 75,305 | 80,066 | 47,040 | 246,343 |
| Utility Infrastructure Reinvestment Rider | 15,915 | | | | |
| NET PROFIT/(DEFICIT) | 83,060 | 164,222 | (23,032) | 115,811 | 279,584 |
| Amortization | 53,971 | 146,577 | 3,200 | 43,681 | 247,429 |

Utility Comparisons – Water/Sewer

| | Redwater (proposed) | Bon Accord | Gibbons | Calmar | | Rimbey | | Morinville | |
|--------------------------------------------------|--------------------------|------------------------|------------------------|-----------------------------|-------------------------------------------|--------------------|-----------------------|--------------------|--------|
| Water | | | | | | | | @ Service Capacity | |
| Monthly Service Charge - Residential | \$16 | 11 | 29.21 | \$93 for first 10.88m3 | \$1.85/m3 after | 5/8" | 4.69 | 5/8" | 22.12 |
| Monthly Service Charge - Commercial | \$16 | 16 | 34.51 | \$1.85/m3 for first 10.88m3 | \$1.85/m3 after | 3/4" | 4.69 | 3/4" | 31.87 |
| Utility Infrastructure Reinvestment Rider | \$0.20/m3 (\$0.40/m3) | | | | | 1" | 7.81 | 1" | 56.66 |
| | | | | | | 1 1/2" | 10.94 | 1 1/2" | 127.48 |
| | (Included in MSC) | | | | | 2" | 15.63 | 2" | 226.62 |
| Capital Rate Rider - (\$/month) | 3.50 | 0.5 | | | | 3" | 31.25 | 3" | 509.93 |
| Commodity price per m ³ : | 3.06 (3.26) | 3.30 | 1.61 | 1.85 | | 2.1 | | 3.00 | |
| Sewer | | | | | | @ Service Capacity | | @ Service Capacity | |
| Monthly Service Charge - Residential | 16 | 11 | 25.08 | \$64 for first 10.88m3 | \$0.905/m3 \$54-\$177 | | 4.69 | 5/8" | 21.24 |
| Monthly Service Charge - Commercial | 16 | 16 | 47.13 | | Plus 50% amount of charges over flat rate | | | 3/4" | 30.58 |
| | | | | | | | | 1" | 54.38 |
| | (Included in MSC) | | | | | | | 1 1/2" | 122.39 |
| Capital Rate Rider - (\$/month) | 3 | | | | | | | 2" | 217.55 |
| | | | | | | | | 3" | 489.39 |
| "Commodity" price (per m ³ of water): | 1.6100 | 3.03 | 1.61 | 2.17 | 0.91 | | 2.10 | 1.94 | |
| Comm/Ind | 1.6100 | 2.98 | 1.61 | 2.17 | | | water disposal fee | | |
| | 45% of water consumed | 100% of water consumed | 100% of water consumed | 50% of water consumed | | | 70% of water consumed | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |

Utility Comparisons – Garbage/Gas

| | Redwater (proposed) | Bon Accord | Gibbons | Calmar | Rimbey | | Morinville | |
|-------------------------------------------|------------------------|------------|----------|-------------------|--------|---------------|------------|------------|
| Garbage, Recycling, & Org. | | | | | | (Gar only) | | |
| Monthly Service Charge - Residential | 23.25 | 16.15 | 20.31 | \$36/billing | | 17.68 | | |
| | | | | Recy \$15/billing | | Recy \$3.12/m | | |
| | (Included in MSC) | | | | | Org \$5.85/m | | |
| Capital Rate Rider - (\$/month) | 1 | | | | | | | |
| | | | | | | | | |
| | Redwater | Coronado | Thorhild | Smoky Lake | | | APEX | ATCO North |
| Gas | | | | | | | | |
| Monthly Service Charge - standard meter | 19 | 33 | 27 | 25 | | | 55.54 | 30.41 |
| Monthly Service Charge - over 425 meter | 38 | 36 | - | 60 | | | | |
| | | | | | | | | |
| Commodity Price per GJ: | | | | | | | | |
| Variable per GJ | 2.15 | 2.25 | 2.21 | 1.9 | | | 3.01 | 1.25 |
| Wholesale | 1.22 | 1.22 | 1.22 | 1.22 | | | 1.73 | 1.03 |
| Gas Loss Surcharge | | | | | | | | |
| Total \$/GJ (excluding purchase price) | 3.37 | 3.47 | 3.43 | 3.12 | | | 4.740 | 2.280 |
| Variable Reserve Rider | 3.5 | 2.2 | 0 | 0.4/GJ | | | | 1.15 |
| | | | | | | | | |
| | (Included in MSC) | | | | | | | |
| Capital Rate Rider - (\$/month) | 3.5-7.00 | 0.10/GJ | 4.00 | 0.40/GJ | | | | |

Estimated Impact on Utility Rate Increases

Increase of Utility Infrastructure Reinvestment Rider from \$0.20 to \$0.40 per m3 – Increased reserve transfer by \$38,196

Increase of water variable rate from \$1.45/m3 to \$1.65/m3 – Increased revenue of \$38,196 (1% taxation)

- Based on average consumption per household between 12-15m3, this increase would total \$2.40 - \$3.00 per month per residential household for each increase
- However, there was a decrease in the variable purchase rate from \$1.8233/m3 in 2024 to \$1.6125/m3 in 2025 which offsets most of this increase as shown below.
- Increase of sewer from 45% to 75% results in an increased revenue of \$173,000 (5% of taxation) increasing the cost per household for sewer charges by 30 points.
- The combined increase per month per residential household on average is between \$2.95 and \$3.69 per month.

| | 2025 | 2024 |
|-------------------------------------------|--------|--------|
| Variable Rate - Purchase | 1.6125 | 1.8233 |
| Variable Rate - Markup | 1.65 | 1.45 |
| Utility Infrastructure Reinvestment Rider | 0.40 | 0.20 |
| Total cost per m3 | 3.6625 | 3.4733 |

Fortis Franchise Fee

- No increase proposed at this time. Last increase incurred in 2023, from 8% to 10%
- Based on the Fortis calculator, without the change in rates for this year there is still an increase revenue of \$6,361

| | | |
|------------------------------------------------------------------------------------------|--|------------|
| 2024 Current Franchise Fee | | 10.00% |
| Franchise Fee Cap | | 20% |
| 2024 Estimated Revenue | | \$ 233,840 |
| 2025 Estimated Franchise Fee Revenue if your Franchise Fee remains the same | | \$ 240,201 |
| Franchise Fee Calculator Changes: | | |
| Yellow area is to calculate different franchise fee. | | |
| 2025 Proposed Franchise Percentage | | 10.00% |
| 2025 Estimated Franchise Fee Revenue if your Percentage is changed | | \$ 240,201 |
| Difference in Franchise Fees Collected from 2024 to 2025 with Proposed D&T Rate Changes. | | |
| | | \$ 6,361 |

Fortis Franchise Fee

Based on the Fortis calculator, the estimated residential bill impact is approximately \$2.85 /month.

Other regional comparators:

- Bon Accord - 19%
- Gibbons - 10%
- Legal - 20% (increase from 15%)
- Morinville - 20%
- Calmar – 20%
- Crossfield – 17%
- Fort MacLeod – 15%
- Magrath – 15%
- Rimbey – 20%
- Tofield – 5%

| Existing (Current) Typical Residential Customer Monthly Costs | | | | |
|---------------------------------------------------------------------------------------------------------------|----|----------|---------|---------|
| Rate 11 (Effective Jan.1, 2024) Distribution Tariff Estimated Rate Filing) Based on Current 10% Franchise Fee | | | | |
| Delivery Service Charge | | | | |
| All kWh Delivered | \$ | 0.080409 | 640 kWh | \$51.46 |
| Basic Daily Charge | \$ | 0.98675 | 30 Days | \$29.60 |
| | | | | \$81.06 |
| Current Franchise Fee | | | | |
| | | 10.00% | | \$8.11 |
| | | GST | 5.0% | \$4.46 |
| | | | | \$93.63 |
| Current Annual Franchise Fee Costs: \$8.11 * 12 = \$97.27 | | | | |

| Proposed Residential Customer Monthly Costs | | | | |
|----------------------------------------------------------------------------------------------|----|----------|---------|---------|
| Rate 11 (Proposed January 2025 Estimated Distribution Tariff) Based on NEW 10% Franchise Fee | | | | |
| Delivery Service Charge | | | | |
| All kWh Delivered* | \$ | 0.082861 | 640 kWh | \$53.03 |
| Basic Daily Charge* | \$ | 1.01685 | 30 Days | \$30.51 |
| | | | | \$83.54 |
| Estimated Proposed Franchise Fee | | | | |
| | | 10.00% | | \$8.35 |
| | | GST | 5.0% | \$4.59 |
| | | | | \$96.48 |
| Proposed Annual Franchise Fee Cost: \$8.35 * 12 = \$100.24 | | | | |
| * Includes estimated Rate changes. | | | | |



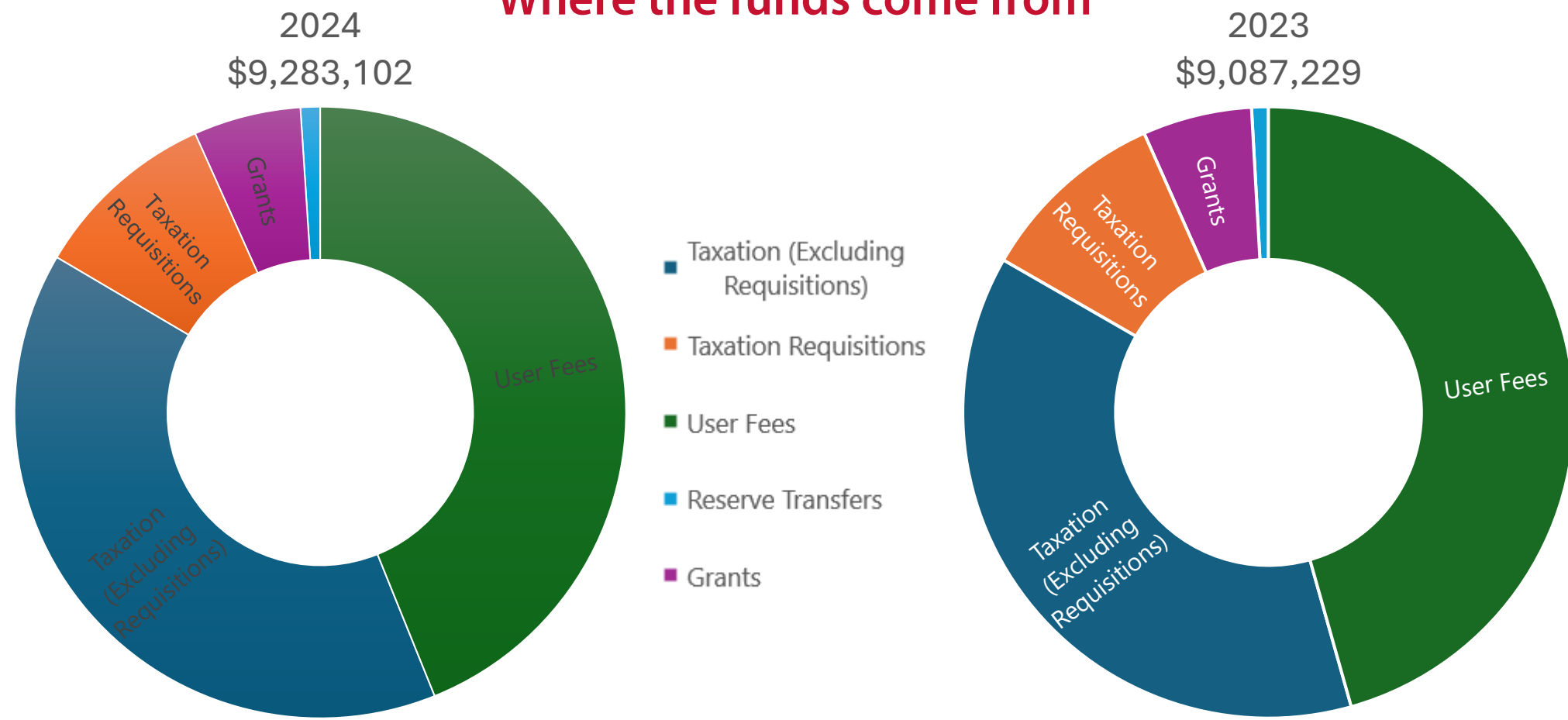
2025

Proposed Operating Budget



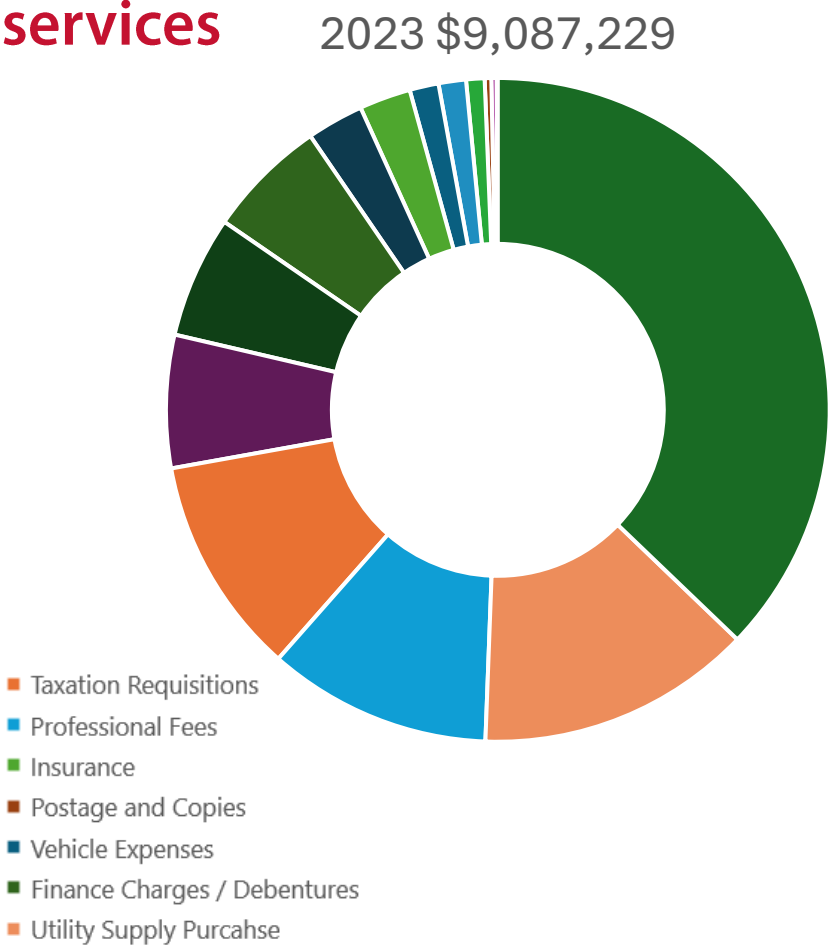
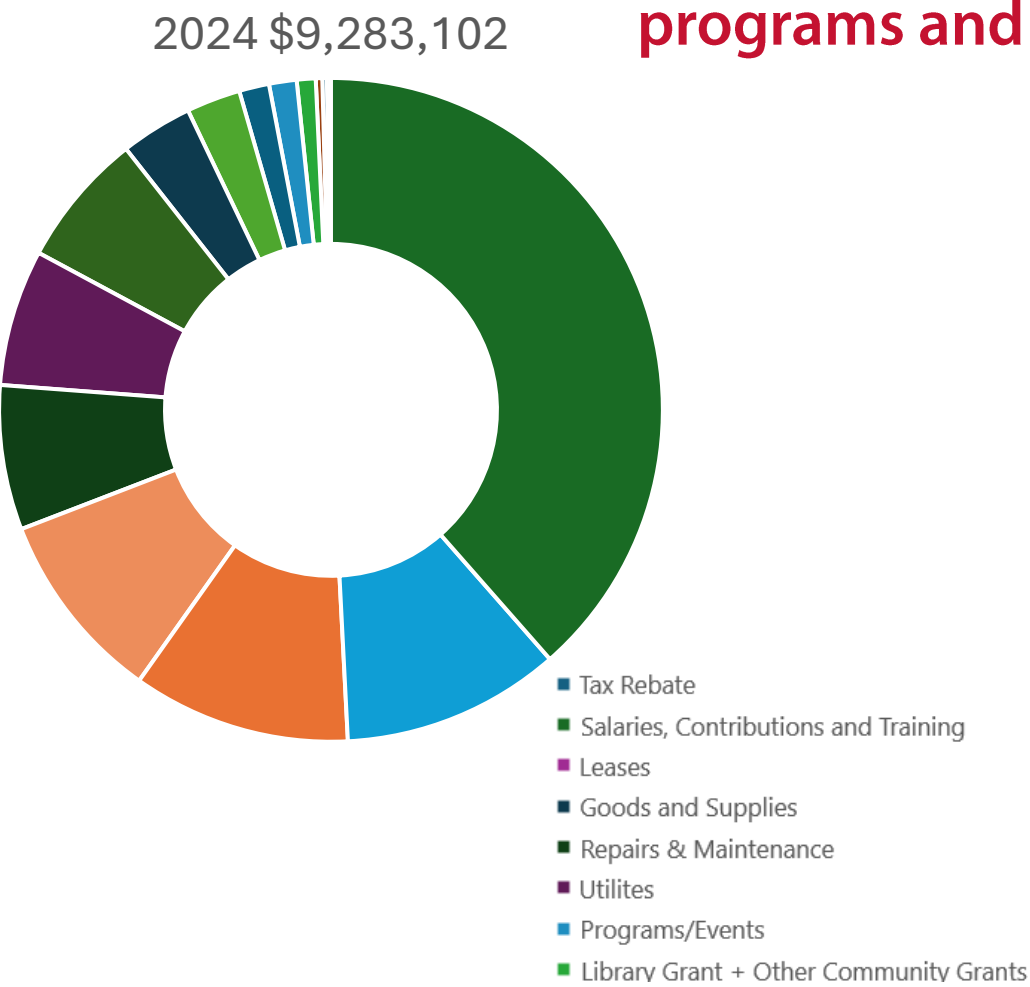
Operating Revenue

Where the funds come from



Operating Expenditure

How the funds support programs and services





2025 Proposed Operating Budget

Summary by Object

| | Budget Operating 2025 | Budget Operating 2024 | Variance \$ |
|-------------------------------------------------|--------------------------|--------------------------|----------------|
| Revenue: | | | |
| TAXATION (EXCLUDING REQUISITIONS) | 3,674,133 | 3,423,394 | 250,739 |
| TAXATION REQUISITIONS | 911,000 | 911,000 | - |
| USER FEES | 4,074,643 | 4,146,709 | - 72,066 |
| RESERVE TRANSFER | 96,351 | 80,651 | 15,700 |
| GRANTS | 526,975 | 525,475 | 1,500 |
| Total Revenue | 9,283,102 | 9,087,229 | 195,873 |
| Expenses: | | | |
| TAXATION (REBATES & CONTINGENCY) | 19,000 | 5,000 | 14,000 |
| TAXATION REQUISITIONS | 911,000 | 911,000 | - |
| STAFFING - WAGES & CONTRIBUTIONS | 3,131,077 | 3,009,829 | 121,248 |
| STAFFING COSTS - TRAINING & OTHER | 173,176 | 162,404 | 10,772 |
| PROFESSIONAL FEES | 914,060 | 930,810 | - 16,750 |
| LEASES | 16,767 | 21,758 | - 4,991 |
| INSURANCE | 225,760 | 214,023 | 11,737 |
| GOODS & SUPPLIES | 300,596 | 236,310 | 64,286 |
| POSTAGE & COPIES | 27,178 | 27,343 | - 165 |
| REPAIRS & MAINTENANCE | 604,502 | 507,300 | 97,202 |
| VEHICLE EXPENSE | 125,500 | 120,700 | 4,800 |
| UTILITIES | 570,125 | 552,251 | 17,874 |
| OTHER - FINANCE CHARGES / DEBENTURES | 562,493 | 500,193 | 62,300 |
| OTHER - PROGRAMS / EVENTS | 115,131 | 113,960 | 1,171 |
| OTHER - UTILITY SUPPLY PURCHASE | 800,911 | 1,146,842 | - 345,931 |
| OTHER - LIBRARY GRANT & OTHER COMMUNITY GRANTS | 78,919 | 76,620 | 2,299 |
| RESERVE TRANSFERS | 706,907 | 550,886 | 156,021 |
| Total Expenses | 9,283,102 | 9,087,229 | 195,873 |
| AMORTIZATION | 1,368,504 | 1,385,067 | - 16,563 |
| Balance after adjustments (Amortization) | - 1,368,504 | - 1,385,067 | 16,563 |



2025

- Budgeted Operating Revenue: \$9,283,102
- Budgeted Operating Expense: \$9,283,102
- Municipal Taxation: \$3,674,133

2024

- Budgeted Operating Revenue: \$9,087,229
- Budgeted Operating Expense: \$9,087,229
- Municipal Taxation: \$3,423,394

\$250,739 (7.32%) increase over 2024 budget



2025 Council Division



Council Division

Department Overview

Responsible for the Governance of the Town and the Administration. Council employs the Chief Administrative Officer (CAO) and provides direction through Bylaws and policies for the service levels and service provision. Council ultimately holds the CAO responsible for the Administration of the Town under the authority of the Municipal Government Act and all other applicable legislation.

Goals & New Initiatives for 2025

- Set the tax rate bylaw April 2025
- Continue work on the long-term sustainability of the Town capital assets through adoption of the Capital Asset Management policy
- Continue discussions with Sturgeon County on renewing the Intermunicipal Collaboration Framework (ICF) Agreement
- Reintroduce Policy Committees to focus on giving direction to Administration regarding future goals and alignment with the strategic plan.

Council Division

Future Planning – Potential Challenges

- Advancing the Intermunicipal Collaboration Framework (ICF) discussions with the election cycle starting for both municipal partners.
- Council leading by example in communicating the challenges we face. Ensuring promises are realistic to help maintain public trust.
- Continuing to promote economic development under the constraints imposed by various provincial government departments.



Council Division

| | Budget Operating 2025 | Final Budget Operating 2024 | Variance \$ | Note |
|-----------------------------------|--------------------------|--------------------------------|--------------------|------|
| Revenue: | | | | |
| TAXATION (EXCLUDING REQUISITIONS) | \$ - | \$ - | \$ - | |
| USER FEES | \$ - | \$ - | \$ - | |
| RESERVE TRANSFER | \$ 7,708 | \$ - | \$ 7,708 | 1 |
| GRANTS | \$ - | \$ - | \$ - | |
| Total Revenue | \$ 7,708.00 | \$ - | \$ 7,708.00 | |

Expenses:

| | | | | |
|------------------------------------------------|-------------------|-------------------|------------------|---|
| TAXATION (REBATES & CONTINGENCY) | \$ - | \$ - | \$ - | |
| STAFFING - WAGES & CONTRIBUTIONS | \$ 224,403 | \$ 217,819 | \$ 6,584 | 2 |
| STAFFING COSTS - TRAINING & OTHER | \$ 49,660 | \$ 40,375 | \$ 9,285 | 3 |
| PROFESSIONAL FEES | \$ 2,540 | \$ 1,035 | \$ 1,505 | |
| LEASES | \$ 720 | \$ 1,220 | \$ (500) | 4 |
| INSURANCE | \$ 5,010 | \$ 4,997 | \$ 13 | |
| GOODS & SUPPLIES | \$ 23,882 | \$ 13,640 | \$ 10,242 | 5 |
| POSTAGE & COPIES | \$ 1,212 | \$ 1,202 | \$ 10 | |
| REPAIRS & MAINTENANCE | \$ - | \$ - | \$ - | |
| VEHICLE EXPENSE | \$ - | \$ - | \$ - | |
| UTILITIES | \$ 591 | \$ 596 | \$ (5) | |
| OTHER - FINANCE CHARGES / DEBENTURES | \$ - | \$ - | \$ - | |
| OTHER - PROGRAMS / EVENTS | \$ 6,200 | \$ 5,700 | \$ 500 | 6 |
| OTHER - UTILITY SUPPLY PURCHASE | \$ - | \$ - | \$ - | |
| OTHER - LIBRARY GRANT & OTHER COMMUNITY GRANTS | \$ - | \$ - | \$ - | |
| | | | | |
| RESERVE TRANSFERS | \$ - | \$ - | \$ - | |
| AMORTIZATION | \$ - | \$ - | \$ - | |
| Total Expenses | \$ 314,218 | \$ 286,584 | \$ 27,634 | |

| | | | | |
|----------------|---------------------|---------------------|--------------------|--|
| Balance | \$ (306,510) | \$ (286,584) | \$ (19,926) | |
|----------------|---------------------|---------------------|--------------------|--|

Council Division

| Note | Comments |
|------|---------------------------------------------------------------------|
| 1 | Reserve transfer to offset new council technology |
| 2 | Increases due to COLA, benefit rate increases from benefit provider |
| 3 | FCM Conference in Ottawa |
| 4 | Reduction in Xerox lease cost with contract renewal |
| 5 | New electronic devices and Town branded clothing for council |
| 6 | Sturgeon County Golf Tournament expenses increased |



2025

Corporate Services

Division



Division Overview

Financial Services



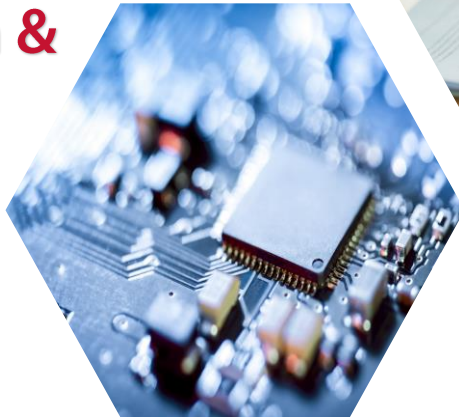
Legislative & Legal Services



Corporate Planning



Information & Technology



Human Resources



Records Management

Corporate Services Division

Future Planning - Division Challenges

Financial Services

- Ensuring internal controls are operating as intended with continuous training due to the staff changes and restructuring within the department and organization over the past year
- Delay of Questica implementation due to staffing changes
- Reduced grants and unknown future funding amounts from Federal/Provincial governments making funding capital projects and initiatives more difficult without affecting taxation

Human Resources

- Ensuring compliance and keeping pace with changes in legislation
- Maintaining changing employee records with positional / divisional changes
- Ensuring physical and mental safety of staff

Legislative & Legal Services

- Maintaining and updating policies and bylaws to ensure current and applicable



Corporate Services Division

Future Planning - Division Challenges

Records Management

- Continuing to assess and manage risks of new programs being implemented by different departments
- Increasing collaboration and communication to improve efficiencies and transparency

Corporate Planning

- Continue to work on updating the Corporate Plan in conjunction with other projections and departmental objectives

Taxation and Utilities

- Ongoing challenge communicating the impact of rising costs of maintaining current service levels and the impact it has on property taxation
- Review of reserve strategies to normalize tax impacts of upcoming critical operating expenses to maintain infrastructure
- Developing cost recovery strategies to ensure long-term financial sustainability of utility infrastructure
- Managing cash flows to ensure sustainability

Corporate Services Division

Strategic Alignment – Service Excellence

- Development of Corporate Plan to follow 2022-2031 Strategic Plan
- Investing in professional development for Council and staff to maintain service excellence
- Continued staff surveys to assess staff morale to contribute to staff work satisfaction
- Implementation of strategies discussed in Employee Engagement Committee to continue to support staff wellness initiatives, team building, work/life balance, etc.
- Keep information technology current

Strategic Alignment – Engagement & Communication

- Increased communication and public engagement opportunities and events
- Ensure transparent and understandable reporting for the public
- Linking communication and projects to Strategic Plan
- Continued public engagement on key bylaw updates



Corporate Services Division

Strategic Alignment – Destination of Choice & Affordable Community

- Council planning session 2025 – in addition to reviewing long term capital plans and future sustainability, diving into recurring operating expenses and developing reserve strategies to normalize taxation impacts of costly critical items
- Long term planning for future recreation – including the pool
- Support for contract renewals to ensure cost and service effective
- Maintain and support current contracts to ensure service excellence
- Consistent review of policies and bylaws to ensure they meet the needs of the community

Strategic Alignment – Economic & Successful Growth

- Timely financial forecasting
- Ensuring investment interest maximized to full potential
- Cutting red tape for resident and business attraction
- Business community engagement and partnerships



Corporate Services Division

Capital Initiatives

- Server replacement – on a five-year cycle to ensure integrity and security of data management system
- Upgrade to the Town Office Security Cameras to increase security in addition to cameras at both the Public Works shop and Water Fill Station/Reservoir.
- Ensuring capital budget and long-term financial plans meet legislated requirements as well as resident's needs and funding



Corporate Services

| | Budget Operating 2025 | Final Budget Operating 2024 | Variance \$ | Note |
|-----------------------------------|--------------------------|--------------------------------|-------------------|------|
| Revenue: | | | | |
| TAXATION (EXCLUDING REQUISITIONS) | \$ 3,674,133 | \$ 3,423,394 | \$ 250,739 | |
| USER FEES | \$ 342,004 | \$ 341,714 | \$ 290 | 1 |
| RESERVE TRANSFER | \$ 1,872 | \$ - | \$ 1,872 | 2 |
| GRANTS | \$ 28,129 | \$ 28,129 | \$ - | |
| Total Revenue | \$ 4,046,138 | \$ 3,793,237 | \$ 252,901 | |

Expenses:

| | | | | |
|------------------------------------------------|-------------------|-------------------|------------------|---|
| TAXATION (REBATES & CONTINGENCY) | \$ 19,000 | \$ 5,000 | \$ 14,000 | 3 |
| STAFFING - WAGES & CONTRIBUTIONS | \$ 415,012 | \$ 391,815 | \$ 23,197 | 4 |
| STAFFING COSTS - TRAINING & OTHER | \$ 37,130 | \$ 40,025 | \$ (2,895) | 5 |
| PROFESSIONAL FEES | \$ 231,588 | \$ 225,555 | \$ 6,033 | 6 |
| LEASES | \$ 3,013 | \$ 4,240 | \$ (1,227) | 7 |
| INSURANCE | \$ 17,662 | \$ 16,284 | \$ 1,378 | |
| GOODS & SUPPLIES | \$ 26,851 | \$ 27,080 | \$ (229) | |
| POSTAGE & COPIES | \$ 4,886 | \$ 4,917 | \$ (31) | |
| REPAIRS & MAINTENANCE | \$ 30,540 | \$ 31,540 | \$ (1,000) | 8 |
| VEHICLE EXPENSE | \$ - | \$ - | \$ - | |
| UTILITIES | \$ 15,360 | \$ 15,022 | \$ 338 | |
| OTHER - FINANCE CHARGES / DEBENTURES | \$ 8,430 | \$ 8,130 | \$ 300 | |
| OTHER - PROGRAMS / EVENTS | \$ - | \$ - | \$ - | |
| OTHER - UTILITY SUPPLY PURCHASE | \$ - | \$ - | \$ - | |
| OTHER - LIBRARY GRANT & OTHER COMMUNITY GRANTS | \$ - | \$ - | \$ - | |
| | | | | |
| RESERVE TRANSFERS | \$ 83,000 | \$ 35,000 | \$ 48,000 | 9 |
| AMORTIZATION | \$ 27,101 | \$ 27,101 | \$ - | |
| Total Expenses | \$ 919,573 | \$ 831,709 | \$ 87,864 | |

| | | | | |
|----------------|---------------------|---------------------|-------------------|--|
| Balance | \$ 3,126,565 | \$ 2,961,528 | \$ 165,037 | |
|----------------|---------------------|---------------------|-------------------|--|

Corporate Services Division

| Note | Comments |
|------|-----------------------------------------------------------------------------------------------------------------------------|
| 1 | Decrease in interest revenue due to lower interest rates offset by increase in budgeted tax penalty based on 3 year average |
| 2 | Transfer from Technology Reserve to cover new computer hardware |
| 3 | Increase in eligible development, from \$500K in 2024 to \$1.5-2M in 2025 |
| 4 | General increases due to COLA & Merit |
| 5 | Removal of SLGM Conference |
| 6 | Election expenses |
| 7 | Reduction in Xerox lease cost with contract renewal |
| 8 | Carpet cleaning cost incurred in 2024, every 2 years |
| 9 | Technology reserve transfer for future initiatives + Tax relating to Annexed Lands |



2025

Operations Division



Division Overview

Public Works



Parks & Facilities



Utilities



Community Services



Protective Services



| | |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| DOGS ON LEASH | |
|  | |
| CHIENS EN LAISSE | |
| STOOP & SCOOP | |
|  |  |
| SUIVEZ, PELLE EN MAIN | |
| BY-LAWS ARRÊTÉS MUNICIPAUX | |
| FINES / AMENDES | |
| # 83-92 | 120.00 |
| # 196-81 | 100.00 |

Operations Division

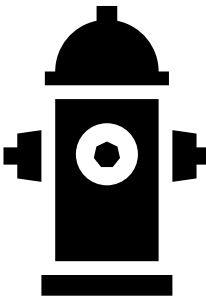
Future Planning Division Challenges

Utilities

- Hydrant repairs and replacements
- Water meter replacement catch-up
- Gas bypass bar catch-up
- Line marking for gas lines
- Valve marking for gas
- Valve numbering and confirmation for water
- CC valve corrections for water

Public Works

- Scheduling of tasks and service level expectations
- Equipment repairs & maintenance
- Cross training and other time constraints



Operations Division

Future Planning - Division Challenges

Parks

- Long-term gopher solution and rising pest management costs
- Parks maintenance, primarily playground related
- Time constraints relating to service level expectations



Pembina Place

- New staff settling into positions and familiarizing themselves with new roles and responsibilities
- User group related frustrations – cancelled bookings, substance abuse, etc.

Community Services

- New staff settling into positions and familiarizing themselves with new roles and responsibilities both in CS and FCSS

Pool

- Condition related issues, basin deterioration, rubber crumb on deck causing water quality and maintenance issues

Operations Services Division

Strategic Alignment – Service Excellence

- Upgrades like the cold storage door replacement and shop security bolster emergency readiness and community safety
- Cross-training staff and resolving equipment maintenance challenges improve efficiency, ensuring consistent, high-quality services
- Training new staff in Community Services and FCSS enhances capacity to meet community needs effectively

Strategic Alignment – Engagement & Communication

- Transparent communication about operations manages expectations and builds trust in municipal processes
- Efforts to address user group frustrations through clearer booking processes and safety measures strengthen relationships and accountability
- Continued engagement around recreational improvements ensures alignment with resident desires and strengthens community involvement when shaping public spaces

Operations Services Division

Strategic Alignment – Destination of Choice & Affordable Community

- Timely water meter replacements and hydrant repairs ensure reliable infrastructure for residents and businesses
- Investments in the Dog Park, playground maintenance, and pool upgrades foster a vibrant, family-friendly community
- Addressing pool condition issues and improving user experiences at Pembina Place support a family-friendly, affordable community that prioritizes recreational opportunities for all
- Long-term pest management and arena accessibility upgrades demonstrate a commitment to inclusive, well-maintained spaces

Strategic Alignment – Economic & Successful Growth

- Gas line replacements and valve confirmations ensure operational efficiency to support sustainable growth
- Smart manhole covers and sewer upgrades future-proof infrastructure to support economic expansion while prioritizing sustainability
- Enhancements such as the cold storage door replacement and security, boost community confidence in safety and readiness

Operations Division

Capital Initiatives

Fire

- Cold storage door replacement

Gas

- Gas Line Replacements
- Gas Docking Station

Parks

- Phase 1 of Dog Park

Pembina Place

- Arena Seating and Accessibility Lift (carryforward from previous year, CFEP grant dependent)
- Roof (main arena, curling & Cultural Center) and Rooftop Units
- Dance Floor Resurfacing



Operations Division

Capital Initiatives

Pool

- Main pool epoxy
- Main pool pump

Public Works

- Line Camera with attachment
- Smart manhole cover
- Fence at Public Works Shop
- Cameras at Public Works Shop

Sewer

- Aerzen blower and commissioning
- Lift station pump
- Lift station upgrade – pre-engineering



Operations Division

Capital Initiatives

Water

- Engine Driven pumps replacement
- Hydrant replacement (3)
- Water fill station/reservoir cameras
- Hydrant buddy

Infrastructure

- 52Ave (52st to 50st) Watermain Project – Phase 2
- Pre-Engineering 47th street (phases 1-4)
- Street Overlay – 64th Street

Streets

- Bridge Rehab (prior year carryforward)
- Tenco sander w/ vibrator and stand
- Sidewalk replacement
- Intersection Upgrade HYW38 + Ochre Park School (prior year carryforward)



Operations Division – Community & Protective Services

| | Budget Operating 2025 | Final Budget Operating 2024 | Variance \$ | Note |
|------------------------------------------------|--------------------------|--------------------------------|-----------------------|------|
| Revenue: | | | | |
| TAXATION (EXCLUDING REQUISITIONS) | \$ - | \$ - | \$ - | |
| USER FEES | \$ 500,856 | \$ 487,831 | \$ 13,025 | 1 |
| RESERVE TRANSFER | \$ 2,800 | \$ 68,151 | \$ (65,351) | 2 |
| GRANTS | \$ 494,646 | \$ 491,046 | \$ 3,600 | 3 |
| Total Revenue | \$ 998,302 | \$ 1,047,028 | \$ (48,726) | |
| Expenses: | | | | |
| TAXATION (REBATES & CONTINGENCY) | \$ - | \$ - | \$ - | |
| STAFFING - WAGES & CONTRIBUTIONS | \$ 1,104,268 | \$ 1,095,277 | \$ 8,991 | 4 |
| STAFFING COSTS - TRAINING & OTHER | \$ 50,425 | \$ 48,835 | \$ 1,590 | |
| PROFESSIONAL FEES | \$ 332,579 | \$ 337,500 | \$ (4,921) | 5 |
| LEASES | \$ 3,294 | \$ 3,512 | \$ (218) | |
| INSURANCE | \$ 116,942 | \$ 110,174 | \$ 6,768 | 6 |
| GOODS & SUPPLIES | \$ 111,195 | \$ 120,685 | \$ (9,490) | 7 |
| POSTAGE & COPIES | \$ 3,317 | \$ 3,231 | \$ 86 | |
| REPAIRS & MAINTENANCE | \$ 129,360 | \$ 142,660 | \$ (13,300) | 8 |
| VEHICLE EXPENSE | \$ 25,000 | \$ 23,200 | \$ 1,800 | 9 |
| UTILITIES | \$ 222,316 | \$ 227,803 | \$ (5,487) | 10 |
| OTHER - FINANCE CHARGES / DEBENTURES | \$ 374,282 | \$ 397,387 | \$ (23,105) | |
| OTHER - PROGRAMS / EVENTS | \$ 85,316 | \$ 82,760 | \$ 2,556 | |
| OTHER - UTILITY SUPPLY PURCHASE | \$ - | \$ - | \$ - | |
| OTHER - LIBRARY GRANT & OTHER COMMUNITY GRANTS | \$ 78,919 | \$ 76,620 | \$ 2,299 | 11 |
| RESERVE TRANSFERS | \$ 169,301 | \$ 111,950 | \$ 57,351 | |
| AMORTIZATION | \$ 384,418 | \$ 406,376 | \$ (21,958) | |
| Total Expenses | \$ 3,190,932 | \$ 3,187,970 | \$ 2,962 | |
| Balance | \$ (2,192,629.60) | \$ (2,140,942.00) | \$ (51,687.60) | |

Operations Division – Community & Protective Services

| Note | Comments |
|------|----------------------------------------------------------------------------------------------------------------------------|
| 1 | Increase in Ice Rental revenue |
| 2 | No ODR funding reserve (\$8K), transfer from reserves (special projects) to balance budget in 2024, not included this year |
| 3 | Increase in Pembina Place sponsorships (Zamboni, dressing room, center ice and public skate/shinny) |
| 4 | General increases due to COLA & Merit, less changes due to restructure |
| 5 | Overall reduction in general consulting budgeted based on actuals |
| 6 | Increase due to forecasted insurance rates |
| 7 | Decrease in pool chemical costs, no technology updates for CS |
| 8 | Removal of derrick inspection costs, more specific budgeting of critical maintenance across 11 CPS departments |
| 9 | Increased fuel prices, higher anticipated maintenance costs for vehicles & equipment |
| 10 | Decrease in gas prices compared to prior year |
| 11 | Inflationary increase based on council previous direction (3%) |

Operations Division – Public Works, Utilities, Planning & Economic Development

| | Budget Operating 2025 | Final Budget Operating 2024 | Variance \$ | Note |
|------------------------------------------------|--------------------------|--------------------------------|--------------------|------|
| TAXATION (EXCLUDING REQUISITIONS) | \$ - | \$ - | \$ - | |
| USER FEES | \$ 3,231,783 | \$ 3,317,164 | \$ (85,381) | 1 |
| RESERVE TRANSFER | \$ 83,971 | \$ 12,500 | \$ 71,471 | 2 |
| GRANTS | \$ 4,200 | \$ 6,300 | \$ (2,100) | |
| Total Revenue | \$ 3,319,954 | \$ 3,335,964 | \$ (16,010) | |
| Expenses: | | | | |
| TAXATION (REBATES & CONTINGENCY) | \$ - | \$ - | \$ - | |
| STAFFING - WAGES & CONTRIBUTIONS | \$ 1,384,992 | \$ 1,304,918 | \$ 80,074 | 3 |
| STAFFING COSTS - TRAINING & OTHER | \$ 35,961 | \$ 33,169 | \$ 2,792 | 4 |
| PROFESSIONAL FEES | \$ 347,353 | \$ 366,720 | \$ (19,367) | 5 |
| LEASES | \$ 9,740 | \$ 12,786 | \$ (3,046) | |
| INSURANCE | \$ 86,146 | \$ 82,568 | \$ 3,578 | 6 |
| GOODS & SUPPLIES | \$ 138,668 | \$ 74,905 | \$ 63,763 | 7 |
| POSTAGE & COPIES | \$ 17,763 | \$ 17,993 | \$ (230) | |
| REPAIRS & MAINTENANCE | \$ 444,602 | \$ 333,100 | \$ 111,502 | 8 |
| VEHICLE EXPENSE | \$ 100,500 | \$ 97,500 | \$ 3,000 | 9 |
| UTILITIES | \$ 331,858 | \$ 308,830 | \$ 23,028 | |
| OTHER - FINANCE CHARGES / DEBENTURES | \$ 179,781 | \$ 94,676 | \$ 85,105 | 10 |
| OTHER - PROGRAMS / EVENTS | \$ 23,615 | \$ 25,500 | \$ (1,885) | |
| OTHER - UTILITY SUPPLY PURCHASE | \$ 800,911 | \$ 1,146,842 | \$ (345,931) | 11 |
| OTHER - LIBRARY GRANT & OTHER COMMUNITY GRANTS | \$ - | \$ - | \$ - | |
| RESERVE TRANSFERS | \$ 454,606 | \$ 403,936 | \$ 50,670 | 12 |
| AMORTIZATION | \$ 956,985 | \$ 951,590 | \$ 5,395 | |
| Total Expenses | \$ 5,313,481 | \$ 5,255,033 | \$ 58,448 | |

Operations Division – Public Works, Utilities, Planning & Economic Development

| Note | Comments |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Lower Gas Rate decreased revenue by \$313K (offset by utility purchase cost), inclusion of |
| 2 | Reserve transfer to offset budgeted main repairs, UIRR transfer to offset increased debenture payments relating to new debenture as per Capital Borrowing Strategy |
| 3 | General increases due to COLA & Merit, plus changes due to restructure |
| 4 | Inflationary increases for hotel & travel costs, change in conference location increased anticipated costs |
| 5 | MDP costs incurred in 2024, overall reduction in consulting expenses across departments based on actuals |
| 6 | Increase due to forecasted insurance rates |
| 7 | Gas bypass bar catchup (15K), gas signage (6.5K), gas meters (11K more than previous year), tarpots to complete crack sealing (5K), marker posts for water lines (2.5k), hydrant pump and hitch attachment (1.2k), posts and markers for catch cans and wind boxes, |
| 8 | Pothole repair material (8k), cracksealing inhouse material and supplies(2k), sidewalk grinding (10k), snow removal signage (6k), specialty signage (5k), rental equipment for back alley maintenance (6k). Crack sealing increased (9k), winter road mix increased (8.5k), street sweeping increased(1k), tree trimming increase (2k), traffic signs related to vandalism (2.5k), CC valve, spares and parts (10.5K), PSV/PRV inspection and repairs (1.2K), large meter end of life (3K), water meters and ERTS (27.5K) |
| 9 | Higher anticipated maintenance costs for vehicles & equipment |
| 10 | New debenture payments for 52Ave Project plus allocation of debenture payments relating to Lease Building |
| 11 | Decrease in gas prices for upcoming year (offset by revenue above), decreased in water variable rate |
| 12 | 31K differential related to transfer out of reserves to balance 2024 budget, increase in Utility Infrastructure Reinvestment Rider transfer to reserves |



2025

Office of the CAO



Division Overview

**Economic
Development**



Communications



Senior Leadership



**Planning and
Development**



Office of the CAO

Division Challenges

Planning and Development

- Ongoing work with the new Land Use Bylaw ensures it adapts to the community's evolving needs.
- Resident pushback on proposed developments or zoning changes.
- Provincial and federal regulations present challenges in development, requiring careful navigation for compliance and feasibility
- Review procedures and process on adjacent landowner notification for development permits, ensuring clarity, effectiveness and alignment with current standards

Economic Development

- The near-completion of the MDP introduces advocacy initiatives that demand significant staff time and interdepartmental collaboration.
- Aligning staff and funding with new and existing initiatives is crucial for supporting local businesses effectively. This includes finalizing downtown redevelopment policy and programs to advance infill development and enhancement of existing store fronts



Office of the CAO

Division Challenges

Communications

- Overcoming communication gaps and ensuring transparency and consistency across all channels
- Combatting misinformation and ensuring accurate messaging
- Difficulty in reaching or engaging all demographics effectively.
- Staying current with evolving platforms and tools for effective communication.

Senior Leadership

- Potential revenue shortfalls or unexpected operational cost increases
- Navigating shifting provincial or federal regulations
- Limited resources may challenge the ability to support both ongoing operations and new initiatives, requiring careful allocation of staff and time.
- Balancing diverse expectations from council, staff, and the public
- Reviewing health and safety policies and securing staff buy-in, requiring ongoing engagement and training



Office of the CAO

Strategic Alignment – Service Excellence

- Supporting health and safety initiatives through ongoing policy revisions and securing staff buy-in contributes to a safe, welcoming, and engaging community environment.
- Staying current with evolving platforms and tools enables effective, timely engagement with residents and stakeholders, supporting transparency and consistency.
- Fostering strong relationships with local businesses and stakeholders

Strategic Alignment – Engagement & Communication

- Closing communication gaps between the organization, residents, and stakeholders is a priority, enhancing transparency and effective engagement across all channels
- Navigating shifting regulations and balancing diverse expectations requires consistent, clear communication and engagement with staff, council, and the public.
- Strengthening the public engagement process in areas like adjacent landowner notifications

Office of the CAO

Strategic Alignment – Destination of Choice & Affordable Community

- The ongoing review of the Land Use Bylaw and updating of policies like adjacent landowner notifications ensure that development aligns with the community's evolving needs, creating an affordable, accessible, and attractive place to live.
- the Municipal Development Plan (MDP) and accountability initiatives to follow will help define the community's vision for the future, enhancing the local business environment and community appeal.

Strategic Alignment – Economic & Successful Growth

- Roll out of new initiatives, such as the downtown business beautification, and support for local businesses that aims to attract investment and stimulate economic activity
- Balancing resources and coordinating with departments ensures sustainable economic growth that aligns with community needs.
- Cutting red tape for resident and business attraction

2025 Proposed Operating Budget **Summary of All Units:**

Revenue

| | Budget Operating 2025 | Final Budget Operating 2024 | Variance \$ | Variance % |
|------------------------|--------------------------|--------------------------------|----------------------|---------------|
| Revenue: | | | | |
| Taxation | \$ 4,585,132.78 | \$ 4,334,394.00 | \$ 250,738.78 | 6% |
| Council | \$ 7,708.00 | \$ - | \$ 7,708.00 | 0% |
| Administration | \$ 372,005.00 | \$ 369,843.00 | \$ 2,162.00 | 1% |
| Lease Building | \$ 67,800.00 | \$ 61,800.00 | \$ 6,000.00 | 10% |
| Police | \$ 89,675.00 | \$ 89,675.00 | \$ - | 0% |
| Fire | \$ 45,750.00 | \$ 45,750.00 | \$ - | 0% |
| Disaster Services | \$ 5,625.00 | \$ 5,625.00 | \$ - | 0% |
| Bylaw | \$ 5,200.00 | \$ 5,300.00 | \$ (100.00) | -2% |
| Transportation | \$ 4,200.00 | \$ 6,300.00 | \$ (2,100.00) | -33% |
| Streets | \$ 10,871.00 | \$ 9,000.00 | \$ 1,871.00 | 21% |
| Water | \$ 1,052,007.00 | \$ 928,069.00 | \$ 123,938.00 | 13% |
| Sewer | \$ 675,119.00 | \$ 498,127.00 | \$ 176,992.00 | 36% |
| Garbage | \$ 253,950.00 | \$ 256,324.00 | \$ (2,374.00) | -1% |
| FCSS | \$ 67,575.00 | \$ 68,150.00 | \$ (575.00) | -1% |
| Cemetery | \$ 3,400.00 | \$ 3,400.00 | \$ - | 0% |
| Economic Development | \$ 15,500.00 | \$ 13,060.00 | \$ 2,440.00 | 19% |
| Community Services | \$ 22,100.00 | \$ 22,700.00 | \$ (600.00) | -3% |
| Planning & Development | \$ 16,000.00 | \$ 26,000.00 | \$ (10,000.00) | -38% |
| Pool | \$ 127,605.00 | \$ 127,605.00 | \$ - | 0% |
| Parks | \$ 12,700.00 | \$ 65,651.00 | \$ (52,951.00) | -81% |
| Pembina Place | \$ 610,469.00 | \$ 604,969.00 | \$ 5,500.00 | 1% |
| Library | \$ 8,203.00 | \$ 8,203.00 | \$ - | 0% |
| Gas | \$ 1,224,507.00 | \$ 1,537,284.00 | \$ (312,777.00) | -20% |
| Total Revenue | \$ 9,283,101.78 | \$ 9,087,229.00 | \$ 195,872.78 | 2% |

2025 Proposed Operating Budget **Summary of All Units:**

Expenses

| | Budget Operating 2025 | Final Budget Operating 2024 | Variance \$ | Variance % |
|------------------------|--------------------------|--------------------------------|---------------------|---------------|
| Expenses: | | | | |
| Taxation | \$ 930,000.00 | \$ 916,000.00 | \$ 14,000.00 | 2% |
| Council | \$ 316,620.00 | \$ 286,584.00 | \$ 30,036.00 | 10% |
| Administration | \$ 790,472.00 | \$ 764,608.00 | \$ 25,864.00 | 3% |
| Lease Building | \$ 50,263.00 | \$ 24,200.00 | \$ 26,063.00 | 108% |
| Police | \$ 132,942.00 | \$ 132,942.00 | \$ - | 0% |
| Fire | \$ 105,480.00 | \$ 103,450.00 | \$ 2,030.00 | 2% |
| Disaster Services | \$ 14,892.00 | \$ 15,392.00 | \$ (500.00) | -3% |
| Bylaw | \$ 141,228.00 | \$ 129,737.00 | \$ 11,491.00 | 9% |
| Transportation | \$ 292,048.00 | \$ 279,019.00 | \$ 13,029.00 | 5% |
| Streets | \$ 593,435.00 | \$ 503,804.00 | \$ 89,631.00 | 18% |
| Water | \$ 915,625.00 | \$ 818,217.00 | \$ 97,408.00 | 12% |
| Sewer | \$ 436,138.00 | \$ 393,814.00 | \$ 42,324.00 | 11% |
| Garbage | \$ 198,637.00 | \$ 193,805.00 | \$ 4,832.00 | 2% |
| FCSS | \$ 196,985.00 | \$ 202,363.00 | \$ (5,378.00) | -3% |
| Cemetery | \$ 433.00 | \$ 430.00 | \$ 3.00 | 1% |
| Economic Development | \$ 166,029.55 | \$ 154,059.00 | \$ 11,970.55 | 8% |
| Community Services | \$ 283,338.00 | \$ 264,880.00 | \$ 18,458.00 | 7% |
| Planning & Development | \$ 187,011.55 | \$ 234,802.00 | \$ (47,790.45) | -20% |
| Pool | \$ 269,240.00 | \$ 269,871.00 | \$ (631.00) | 0% |
| Parks | \$ 256,158.00 | \$ 259,637.00 | \$ (3,479.00) | -1% |
| Pembina Place | \$ 1,130,071.00 | \$ 1,188,163.00 | \$ (58,092.00) | -5% |
| Library | \$ 106,445.60 | \$ 102,779.00 | \$ 3,666.60 | 4% |
| Gas | \$ 1,062,703.00 | \$ 1,297,787.00 | \$ (235,084.00) | -18% |
| Total Expenses | \$ 8,576,194.70 | \$ 8,536,343.00 | \$ 39,851.70 | 0% |

2025 Proposed Operating Budget **Summary of All Units: Reserve Transfers**

| | Budget Operating 2025 | Final Budget Operating 2024 | Variance \$ | Variance % |
|-----------------------------------|--------------------------|--------------------------------|----------------------|---------------|
| Transfer to Reserves: | | | | |
| Administration | \$ 83,000.00 | \$ 35,000.00 | \$ 48,000.00 | 0% |
| Lease Building | \$ 17,537.00 | \$ 37,600.00 | \$ (20,063.00) | 100% |
| Streets | \$ 105,639.00 | \$ 74,361.00 | \$ 31,278.00 | 0% |
| Fire | \$ 1,550.00 | \$ 1,550.00 | \$ - | 0% |
| Water | \$ 120,324.08 | \$ 82,004.00 | \$ 38,320.08 | 47% |
| Sewer | \$ 75,305.00 | \$ 75,305.00 | \$ - | 0% |
| Garbage | \$ 78,761.00 | \$ 80,066.00 | \$ (1,305.00) | -2% |
| Cemetery | \$ 400.00 | \$ 400.00 | \$ - | 0% |
| Economic Development | \$ 10,000.00 | \$ 7,560.00 | \$ 2,440.00 | 32% |
| Planning & Development | \$ - | \$ - | \$ - | 0% |
| Parks | \$ 57,351.00 | \$ - | \$ 57,351.00 | #DIV/0! |
| Pembina Place | \$ 110,000.00 | \$ 110,000.00 | \$ - | 0% |
| Gas | \$ 47,040.00 | \$ 47,040.00 | \$ - | 0% |
| Total Transfer to Reserves | \$ 706,907.08 | \$ 550,886.00 | \$ 156,021.08 | 28% |

2025 Proposed Operating Budget **Summary of All Units:**

Amortization

| | Budget Operating 2025 | Final Budget Operating 2024 | Variance \$ | Variance % |
|---------------------------|--------------------------|--------------------------------|-----------------------|---------------|
| Amortization: | | | | |
| Administration | \$ 27,101.00 | \$ 27,101.00 | \$ - | 0% |
| Lease Building | \$ 9,684.00 | \$ 9,684.00 | \$ - | 0% |
| Fire | \$ 24,356.00 | \$ 38,116.00 | \$ (13,760.00) | -36% |
| Disaster Services | \$ - | \$ - | \$ - | #DIV/0! |
| Bylaw | \$ 3,498.00 | \$ 3,498.00 | \$ - | 0% |
| Streets | \$ 699,872.00 | \$ 699,854.00 | \$ 18.00 | 0% |
| Water | \$ 53,971.00 | \$ 51,170.00 | \$ 2,801.00 | 5% |
| Sewer | \$ 146,577.00 | \$ 147,874.00 | \$ (1,297.00) | -1% |
| Garbage | \$ 3,200.00 | \$ 3,200.00 | \$ - | 0% |
| Cemetery | \$ 280.00 | \$ 280.00 | \$ - | 0% |
| Economic Development | \$ - | \$ - | \$ - | #DIV/0! |
| Pool | \$ 29,926.00 | \$ 29,926.00 | \$ - | 0% |
| Parks | \$ 51,114.00 | \$ 55,163.00 | \$ (4,049.00) | -7% |
| Pembina Place | \$ 275,244.00 | \$ 279,393.00 | \$ (4,149.00) | -1% |
| Gas | \$ 43,681.00 | \$ 39,808.00 | \$ 3,873.00 | 10% |
| Total Amortization | \$ 1,368,504.00 | \$ 1,385,067.00 | \$ (16,563.00) | -1% |



2025

- Budgeted Operating Revenue: \$9,283,102
- Budgeted Operating Expense: \$9,283,102
- Municipal Taxation: \$3,674,133

2024

- Budgeted Operating Revenue: \$9,087,229
- Budgeted Operating Expense: \$9,087,229
- Municipal Taxation: \$3,423,394

\$250,739 (7.32%) increase over 2024 budget

Questions

