



2025 Proposed Operating Budget





Town of Three Hills

Proposed 2025 Operating Budget



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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**Town of Three Hills
Alberta**

For the Fiscal Year Beginning

January 01, 2024

Christopher P. Morill

Executive Director

GFOA Award

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Town of Three Hills, Alberta**, for its Annual Budget for the fiscal year beginning **January 01, 2024**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. This award is valid for one year only.

Introduction

Guide to the Budget Document

The primary purpose of this document is to provide Council and citizens with a comprehensive overview of the Town's proposed budget, Town services and operations, and the resources that fund those services. This document first outlines the goals and issues involved in developing the budget. Then, it provides a discussion on the financial structure of the Town with an overview of the Town's various funds, where the money comes from and how it is spent. Details about the budget, forecasted revenue and appropriated expenditures follow, along with an in-depth look at Town departments and programs.

Introduction

The purpose of this section is to provide the reader with general information about the Town's history and economy. The Town's governance and organizational structures are also in this section.

Budget Guidelines

Budget guidelines give readers information on the process used to create the budget, guiding principles and parameters in budget preparation and assumptions within the budget. A description of the funds used by the Town are shown, guidelines and policies are summarized to assist readers, and the budget schedule and calendar are shown.

Budget Overview

Information in this section should give the reader an understanding of the services the Town provides to our citizens and the costs incurred in the provision of those services. It includes the sources of funding that support the Town's operations and capital needs and expenditures to provide services to residents. This section also contains summaries of the 2025 budget with base budget and Council adjustment information, explanations of Council adjustments and departmental and fund summaries.

Departmental Budgets

Presented in this section are summaries and details of the proposed 2025 operating budget by department. For comparison, the 2024 approved budget, 2024 actual amounts and 2023 actual amounts are presented alongside the 2025 figures.

Proposed service-level initiatives or requests can be found within this section.

Following the departmental summaries is information on the Town's revenues and reserves.

Appendices

Appendices contain supplemental information including proposed staffing levels and the proposed three-year operating plan.

Organizational Profile

Budget Message

The 2025 budget continues to build on the ongoing work of staff and Council to provide a high-quality explanation of the Town's finances, expectations and achievements to the public.

The proposed 2025 budget primarily focuses on providing services at the level expected by Council and the public while planning for the future.

Revenues

While assessment growth is moderate, other increases will help minimize tax rate changes to pay for Town expenses.

Expenses

Inflationary pressures and the unknown consequences of the international landscape continue to impact the Town's budget as the cost of goods and services continue to increase greater than our revenues. Increases in our insurance costs are also impacting our ability to fund expenses.

Summary

Overall, the proposed budget contains operating expense increases over the prior year. The increase is based on base budget changes and staff requests for service level additions or adjustments. Council approval of new services and initiatives will be discussed during budget deliberations; the final revenue needs of the Town will be determined based on the results of these decisions.

Within the proposed budget, service levels are being maintained, and a few new spending initiatives and community group requests are being presented totalling \$59,457:

- STARS Air Ambulance Request- \$3,300
- Seniors Outreach – Seniors Centre Utility Support Request - \$8,000
- Three Hills Beautification Increased Funding Request - \$2,000
- 2026 Provincial Policing Increase (fund half of the anticipated increase) - \$36,157
- Increased Sewer Flushing Program - \$10,000

Proposed revenue increases on existing activities, services and new initiatives over the prior year. The difference between the changes in expenses and revenues is the current budget shortfall of \$170,640.

If approved, this would result in tax revenue increases of \$170,640 or 4.35%. During deliberations, staff will present revenue alternatives to reduce our reliance on tax rate increases.

Looking Ahead

During priority workshops, Council has collectively identified key priorities to target during their term:

- manage the tax burden on property owners,
- improve efficiencies within the organization and continue to strengthen existing partnerships,
- improve service delivery,
- manage and complete infrastructure/capital program, and
- build capacity for operating and capital programs within the budget.

The proposed budget meets all these objectives.

Revenue options for municipalities are limited, and costs for municipalities tend to increase at a rate greater than typical CPI. As such, staff and Council will continue to face limited options to mitigate costs to ratepayers.

To promote proactive budgeting and meet the requirements of the *Municipal Government Act*, a three-year operating budget is also presented.

This budget document was created as a communication tool for the residents of Three Hills and is the result of a significant amount of work by the Council and staff identifying, developing and confirming goals, developing operating plans and prioritizing programs and projects.

Organizational Profile

Town Profile

From our humble beginnings as a village in 1912, the Town has a strong history of community hospitality, economic expansion, and convenient locality.

Three Hills has the security and quality of life of a small town with numerous big city amenities. Our downtown sector features excellent shopping and dining conveniences as well as several financial institutions and service necessities. With 7 parks and over 4 km of walking trails, abundant green space can be found throughout the community. In addition, modern recreation facilities, dynamic arts organizations and numerous service groups, all lend well to our high quality of life.

Community

Residents take great pride in providing a welcoming atmosphere for visitors and locals alike. Social events are commonplace with many venues to choose from, including markets, celebrations and concerts.

Community events are produced by organizations throughout the year, including the famous Cruise Weekend held on the first weekend of every June.

Education

The Town offers an impressive variety of educational opportunities. Administered by the Golden Hills School Division, both Prairie Christian Academy and the Three Hills School provide kindergarten through grade 12 classes. Post-secondary training can be obtained at Prairie College, a leading Canadian Christian college that integrates applied education (like nursing and digital media), biblical literacy and spiritual formation. Early Childhood programs as well as Adult Education are offered through a variety of different organizations in the community.

Industry and Location

Three Hills' central location provides residents and businesses with an optimal position for convenient commuting and transportation. Approximately an hour from Red Deer, Olds, Calgary and Drumheller, our Town has become a regional hub, agriculture market and service centre. We welcome new development and commerce and work closely with industries that wish to settle in this community.

Tourism

Stay at the Three Hills Campground or one of the numerous other campgrounds, hotels/motels in the area. Splash at the Aquatic Centre, book a tee time at the Three Hills Golf Club, check out the Kneehill Historical Museum and Tourist Information Centre, or spend the day exploring our parks and trails. As part of the Canadian Badlands, the Town has numerous world-class tourist attractions just a short drive away.



Organizational Profile

Governance

Town Council is made up of a Mayor and 4 Councillors, all elected at large. Each councillor has a duty to represent and work for all residents and businesses in the Town in a nonpartisan way.

The most recent Municipal Election was held in 2021. Council's term runs for four years; the next election will be held on October 20, 2025.

Town Council is responsible for setting public policy, approving the Town's annual budget, entering agreements, providing executive leadership, making planning and development decisions, and adopting new codes and bylaws.

Town Officials

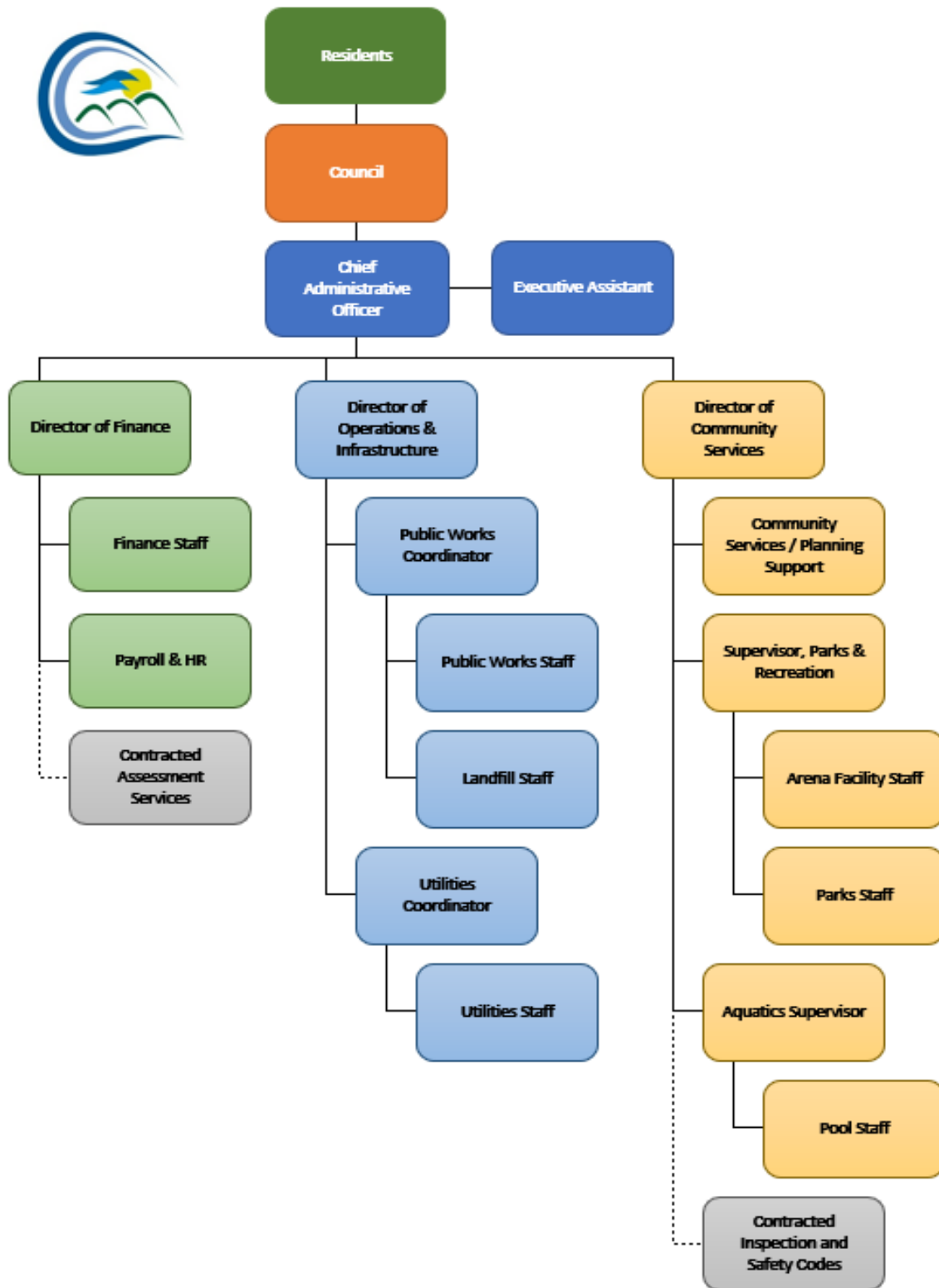
Mayor Ray Wildeman
Councillor Dennis Hazelton
Councillor Miriam Kirk
Councillor Byrne Lammle
Councillor Marilyn Sept



Back Row from left: Deputy Mayor Byrne Lammle, Mayor Ray Wildeman, Councillor Dennis Hazelton, CAO Ryan Leuzinger
Front Row from left: Councillor Marilyn Sept, Councillor Miriam Kirk

Organizational Profile

Organizational Chart



Organizational Profile

Committees of Council

Local boards, committees and external organizations are a key component of Council's governance model. There are a variety of boards and committees, each having different levels of association with the Town. Councillors are expected to attend all meetings of the boards and committees they are members of and report back to Council the activities of these organizations.

Local boards are generally established by legislation and may have a member of Council on their board. They have authority to address their responsibilities as determined under the relevant legislation. An example of a local board would include the Three Hills Library Board.

Affiliated boards and/or organizations are governed by legislation or are provided for under the *Municipal Government Act*. Council may appoint one or more board members to the organizations and may provide funding through

grants or service agreements. Otherwise, these organizations operate somewhat independently from the Town. Examples are Kneehill Housing Corporation or Community Futures Wild Rose.

For 2026, committee composition will be determined after the election at the Town's Organizational Meeting, held on October 27, 2025.

Statutory committees are permitted or required by provincial legislation and perform functions as specified in the relevant legislation. Examples include the Municipal Planning Commission or Regional Subdivision & Development Appeal Board.

Advisory committees provide advice and recommendations to Council as requested on areas within their mandates with no authority for decision making or independent actions. Comprised of citizens and members of Council, members are appointed by Council.

Board or Committee	Description	Primary Representative(s)
Central Alberta Economic Partnership (CAEP)	Representing more than 45 municipalities and organizations, CAEP's collaborative approach accelerates a sustainable and innovative economy in Central Alberta.	Kirk Lammle (alternate)
Community Futures Wild Rose	Community Futures Wild Rose office is a non-profit organization that's dedicated to building an economically diverse future for the communities of our region.	Hazelton Kirk (alternate)
Intermunicipal Collaborative Framework Committee (ICFC)	To develop recommendations to the councils (Three Hills and Kneehill County) on the strategic direction of matters related to collaboration and cooperation affecting residents of the Municipalities.	Wildeman Lammle
Kneehill Housing Corporation (KHC)	Kneehill Housing Corporation is a not-for-profit organization that provides affordable, government subsidized housing for independent senior citizens, and families in need of housing. KHC promotes respect, individuality, provision for choice, and the right to privacy.	Hazelton Lammle
Kneehill Medical Services Retention and Recruitment Task Force	Work with AHS, the province and regional partners to recruit and retain healthcare practitioners to the region.	Kirk Sept (alternate)
Kneehill Regional Emergency Management Advisory Committee	The Emergency Management Advisory Committee is responsible for reviewing the Municipal Emergency Plan and related programs on an annual basis.	Wildeman Kirk (alternate)
Kneehill Regional Family & Community Support Services (FCSS)	Partnership between the municipal and provincial governments established to develop, support and fund preventive social programming to enhance the well being of individuals, families and communities.	Sept Wildeman (alternate)
Kneehill Regional Partnership (KRP)	To work collaboratively on shared projects and initiatives that affect municipalities across Kneehill County.	Sept Kirk (alternate)

Organizational Profile

Board or Committee	Description	Primary Representative(s)
Marigold Library System	The Marigold Library Board assumes the responsibility of developing policy related to framework, governance, advocacy, and operational management of Marigold and of its library service points (community libraries).	Kirk Sept (alternate)
Municipal Planning Commission (MPC)	Advise and assist council and various departments and agencies of Three Hills with regard to orderly planning, development and land use within the Town.	Wildeman Lammle Hazelton
Negotiation Committee (CUPE)	To liaise between Council and administration before and during union negotiations.	Wildeman Hazelton
Red Deer River Municipal Users Group (RDMUG)	Membership is composed of municipalities within the Red Deer River Basin and communities who receive water from the Red Deer River.	Wildeman Lammle (alternate)
Three Hills Detachment Police Advisory Committee (PAC)	Act in an advisory capacity to Council and Senior Officer in charge of the local RCMP.	Sept Hazelton (alternate)
Three Hills & District Chamber of Commerce	Promotion, advocacy, and enhancement of business interests within the region.	Lammle Hazelton (alternate)
Three Hills Library Board	General management, regulation and control of the Three Hills Library.	Kirk Sept (alternate)
Three Hills Memorial Community Centre Society	Make recommendations to Council with respect to function, governance, and finances of the Three Hills Community Memorial Centre.	Wildeman Sept (alternate)



Strategic Plan

In 2022, Council approved their “Our Three Hills” Strategic Plan to run through the end of their term in 2025.

On December 8, 2021, Council and the Leadership Team came together to participate in a strategic thinking process to identify future strategies and priorities. As Our Strategic process illustrates, this Plan is a continuation, updating and identifying new strategies and priorities while building upon the existing strategic plan, which was developed in October 2019. Planning processes are specifically designed to build upon the past. This historical context provides a solid foundation for future action.



The strategic thinking process began by reviewing what Council and the Leadership Team feels success will look like in 2025 and beyond. This was followed by a review of the Town’s municipal purpose, vision, mission, and values. Establishing a common vision or understanding of our purpose and future is critical for Council’s ability to appropriately provide leadership and engage the community in meaningful discussions.

The results were used to bridge current realities with Council’s expectations. Strengths, weaknesses, opportunities, and threats were reviewed. Our Strategic Future was discussed based on new and foundational information. From there, Governance strategic priorities were identified.

The strategic plan identified several areas of focus and deliverables during the upcoming term. The 2023 and future budgets incorporate these goals and updates and results are regularly reported back to Council.

On March 31, 2025, Council and the Leadership Team met for a strategic planning session to update the Strategic Plan that will act as a link between Council’s following the election in October.

The strategic plan is broken down into three sections.

Our Governance and Financial Responsibility

We will be progressive leaders who provide strong governance through fiscal responsibility, open communication, and strong intergovernmental relationships.

People Resources

- Ensure we attract and retain the best people to work for our organization
- Ensure organizational resiliency and ability to adapt
- Capture internal processes and be able to transfer our knowledge base to new staff
- Continued strong relationship between Council and Administration

Financial Accountability and Revenue Enhancements

- Continue to provide and enhance financial information to Council and ratepayers in a timely, comprehensive, and easy manner
- Leverage other sources of revenue to minimize tax increases
- Process improvements for our operating and capital budgeting

Collaborative Partnerships

Collaborative relationships with effective communication with our regional partners to improve services in the region.

- Strengthen our relationship with other levels of government advocating for the needs of Three Hills and our regions’ success.

Deliverables

Strategic Plan

- Reviewing and updating Personnel Policies and Procedures by 2023 for continued equitable and fair treatment of staff
- Ongoing capacity building of staff and ensuring they are cross-trained so ratepayers are not impacted by staff absences
- Organizational Succession Plan for key positions developed by 2024
- Fiscal Sustainability Review completed by 2024 and shared with the Community
- Asset management and asset condition information provided to Council
- A service level review, with recommendations is completed on all Town provided services by 2025
- Water and Sewer rate modelling completed and presented to Council by 2023
- A review of user fees/tax burden ratio will be provided on all Town services will be provided with budget deliberations
- Completion of a Regional Water Distribution System Study by 2024
- Completion of the Residual Management Facility at the Water Treatment Plant before mandated Alberta Environment deadlines
- Ongoing sidewalk and roadway repairs, maintenance, and renewal
- Ongoing work to implement the stormwater initiatives highlighted by the previous Council

Our Infrastructure

We are committed to strategically maintaining, investing in, and planning safe infrastructure that contributes to the high quality of life of all residents.

Innovative and Proactive Approaches to Infrastructure Management

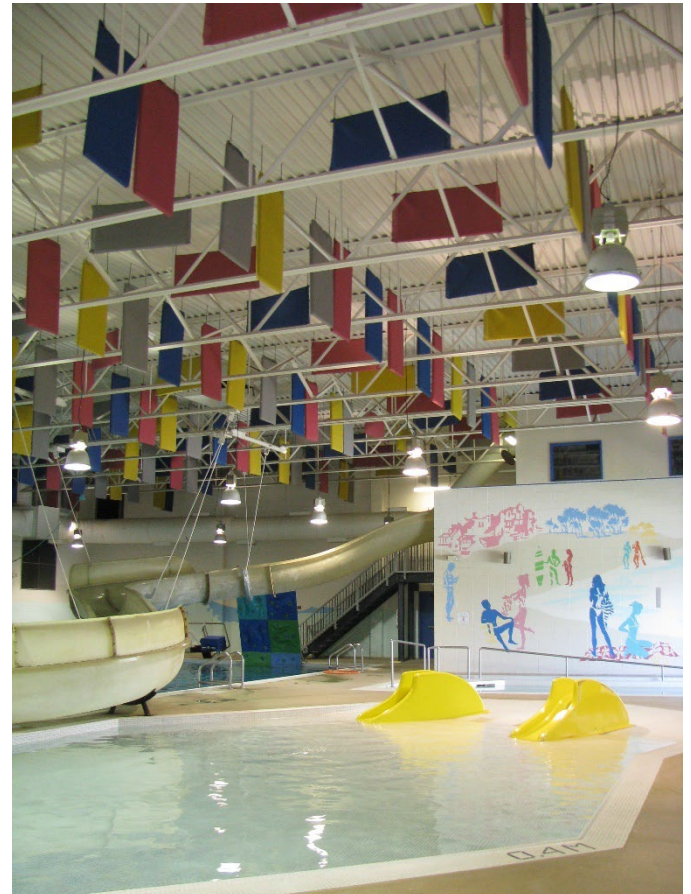
- Enhancing our asset management information to enhance proactive maintenance and construction
- Ensure both short and long-term plans are up to date and utilized to assist with planning purposes
- Provide for initiatives to ensure for controlled stormwater drainage solutions

Infrastructure Repair

- Well-maintained and affordable municipal infrastructure
- Continue to follow best practices and ensure legislative requirements are maintained
- Focus on problematic water distribution and sewer collection infrastructure within Town

Deliverables

- Wastewater lagoons are dredged by 2023, allowing for the system to function properly
- Completion of the new recycling space at the landfill prior to 2024
- Development of a comprehensive Infrastructure Master Plan



Strategic Plan

Our Complete Community

We will build a healthy and vibrant community to support the diverse needs of residents.

Community Development

- Foster a sense of community belonging and inclusion
- We will work to support local businesses and user groups and their ongoing successes
- We will support initiatives to ensure attainable residential growth
- We will support initiatives to contribute to improve the ease of doing business in Three Hills

Connectivity with the Community

- Provide enhanced information to the community through various methodologies
- Create a positive culture regarding the Town throughout the community by telling our success stories
- Ensure the visibility of the Town is increased through marketing and promoting the Town via additional social programming and community events
- Communicate the impacts of our capital projects to the community more effectively

Healthy Community

- High-quality recreational and social infrastructure is maintained and provided
- Enhance social programming at the various facilities and throughout the community via different events and offerings
- Focus on maximizing facility usage throughout the year
- Enhance civic engagement opportunities

Deliverables

- Updating of the Municipal Development Plan is completed prior to 2023
- New website is developed and implemented by 2023 allowing for better information to be shared with the community
- Facility usage information will be provided to Council
- Determine and implement the most appropriate Economic Development model for success
- Ensure budget is allocated to provide for planting and replacement of trees throughout Town



Budget Guidelines

The budget for the Town is a comprehensive guide for financial decision-making and operational management throughout the fiscal year. The budget is not only a financial plan but also a performance plan to assist in accomplishing the strategic goals set forth by Town Council. This section describes the policies and procedures that govern the preparation and implementation of the Town budget as well as managing the short and long-term finances and investments of the Town.

Departmental budgets are prepared and justified using two components - a continuation budget (Base Budget) and a proposed change or expansion budget (Service Level Adjustments). The base budget includes inflationary increases and costs incurred by the Town beyond normal inflation as well as expenditures where the Town has made a legal or budgetary commitment. The inclusion of these costs in the base budget will allow the Town to maintain the same high levels of service provided in the current year with similar operating funds. These costs include projects and infrastructure expenditures reflected in the annual Capital Improvements Plan which includes street resurfacing costs, vehicles, equipment, various specific capital projects and debt service payments for capital commitments. Other ongoing annual costs in the base budget include wage settlements, employee and dependent health insurance, and numerous operating costs needed to provide daily services.

All other requests are defined as “proposed changes” during budget deliberations and shown as “Council adjustments” or “deliberation items” in the budget. These are budgeted in a separate column and categorized in a manner such that Council and residents can understand the various dynamics involved in making funding decisions. Dynamics include new services or changes to service levels which must be set by Council. Justifications for proposed changes are based on Council’s goals as well as individual departmental goals and objectives.

Also driving the services and budget process provided by the Town are the strategic priorities and financial policies adopted by Council. These financial policies address revenues, cash management, expenditures,

debt and risk management, capital needs, and budgeting and management.

The following guidelines were paramount in budget preparation:

- keep tax rates competitive,
- mitigate negative future budget changes,
- maintain existing service level standards,
- include a proactive infrastructure funding plan into the base budget, and
- include the funding for the current year capital plan and present the five-year capital forecast.

In 2022, Council approved their 2022-2025 Strategic Priorities, a comprehensive document outlining the goals and objectives for Council’s term. Staff have incorporated these priorities within the 2025 budget and daily operations.

Basis of Budgeting

The budget is prepared on a basis generally consistent with Generally Accepted Accounting Principles (GAAP). The Town’s funds consist of the General Fund, Capital Fund and Reserve Fund. Water and wastewater revenues and expenses are tracked within the General Fund and the rate is self-funded.

Governmental fund-type budgets are developed using the modified accrual basis of accounting. Under the modified accrual basis revenues are estimated for the fiscal year if they are accrued (amounts can be determined and will be collected within the current period). Principal and interest on general long-term debt is budgeted as expenditures when due, whereas other expenditures are budgeted for based on the timing of receipt of the good or service.

Revenue forecasts are conservative in nature; known changes to assessment data (net of appeals) are incorporated as is, while other items are increased by very moderate amounts.

Expenditure items are forecast based on known amounts or based on projections or trends. Normally, increases for anticipated unknown items (such as consultant services, external contractors or the purchase of goods and supplies) are typically around 2% to 3%, this number has been increased to 2% to

Budget Guidelines

6% in line with current realities (CPI). The following items list the parameters and factors staff incorporate in preparing the Town budget:

- implement improved budgeting and outcome-based budgeting format,
- incorporate policies into the 2025 budget;
- identify non-dedicated fund balances, and define the purpose or recommend usage alternatives,
- examine five-year historical trending in all revenue and expenditure accounts,
- analyze and update financial policies and procedures,
- fund long-term future obligations and designated reserve accounts,
- utilize debt levy stabilization account to offset the increase in debt service,
- examine current and alternative revenue sources that promote long-term financial sustainability,
- examine water and wastewater fee structures,
- examine adequacy and equity of fees and revenues for services and programs,
- maximize provincial expenditure aids to offset tax levies,
- examine the most cost-effective way of providing service and conducting business,
- examine and, where applicable, reduce redundancies in service provisions,
- maintain preventative infrastructure maintenance program and Capital Improvements funding,
- examine additional energy efficiency initiatives to offset rising energy costs, and



The Town's budgeting methodology does not fully align with its audited financial statements. Significant differences between Public Sector Accounting Board (PSAB) financial statement requirements and the Town's budget include:

- financial statements are presented on a consolidated basis, meaning the Town's funds are rolled up into a single schedule; the budget presents the major funds separately,
- interfund transactions (i.e. transfers to and from reserve funds) are eliminated on the financial statements; these are shown within the budget,
- the Town does not budget for amortization (or depreciation) expenses currently; these expenses are identified on the financial statements,
- the Town does not fully budget for expected gains or losses on the disposal or sale of capital assets.

Fund Allocations

Allocations between the services funded by user fees (water/wastewater and solid waste management) and the general fund are being reviewed.

Generally, costs are being allocated to the proper fund. However, there are instances where operating or administrative costs have not been properly apportioned. These have been identified and will be corrected over time.

To partially correct this in 2022, the Town incorporated administration fees as a mechanism to capture cost allocations that were not fully implemented. These fees encompass a wide range of cost centres and include items such as administrative support costs, facility and equipment allocations, public works support and other items. In 2025, these allocations have remained and have been updated.

Budget Guidelines

Budget Review Process

Each year, the Finance Department releases budget guidelines to provide guidance and assist in the development of the annual budget. The operating and capital budgets undergo multiple layers of review.

Departmental Review

Operating and Capital budget submissions are prepared by the respective department and are reviewed and approved by the Department Head before final submission.

Budgeting Department Review

The Finance Department in cooperation with the relevant Department Head will review and analyze the operating and capital submissions for adherence to the guidelines. Once all submissions are received, budgets are consolidated, a corporate review/analysis is conducted and the results are presented to the Management Team.

Senior Leadership Team Review

The next step in the process is to present the draft operating and capital budgets to the Senior Leadership Team for review and recommendation. The Senior Leadership Team is comprised of a representative from all operating areas of the Town. During this time, the Team assesses the operating and capital budget before distribution to Council.

Council Review

All members of Council review and vote on the recommended operating and capital budgets. Council is responsible for the final approval of the budget and may amend the budget before approval.

Fund Accounting

The financial accounts for Three Hills are organized on the basis of funds or account groups. In governmental accounting, a fund is a separate self-balancing set of accounts used to show operating results for a particular activity or activities.

For accounting and presentation purposes, the departmental and account structure mirror the ones prescribed by the Provincial Government through the Financial Reporting and Accounting Manual.

These funds are like those reported within the Town's audited financial statements.



Budget Guidelines

Funds

General Fund

This fund includes all municipal programs and services not accounted for in any other fund. This is the largest of the funds and the cost of the activities is recovered through municipal property taxes, user fees and other revenue sources. The General Fund also includes a provision for contributions to Reserves and Reserve Funds. Expenditures and revenues related to the provision of water & wastewater services are accounted for as part of the General Fund. Although water & wastewater activities are accounted for in this manner, staff manage the water & wastewater revenues and expenditures on a net basis with contributions and withdraws from the water & wastewater reserve being managed so as not to impact the general tax rate.

Water & wastewater revenues and expenses are tracked within the General Fund and the fund is self-funded, including net operating expenses, capital contributions and debt charges.

Capital Fund

The Capital Fund includes all expenditures and financing sources to acquire or contract Town infrastructure such as roads, buildings, vehicles, computer information network, water & wastewater infrastructure, recreation facilities and park improvements. The capital fund is maintained with two components: one for all general municipal assets and the other reflects the transactions of the Town's water and wastewater infrastructure needs.

Reserve Fund

A reserve is an appropriation from net revenue at the discretion of Council. The Town does not apply interest earned to the specific reserves; it is reported as General Fund earnings.

A reserve fund is an allocation of accumulated net revenue. A reserve fund differs from a reserve in that reserve fund assets are segregated and restricted to meet the purpose of the reserve fund. There are two types of reserve funds: obligatory reserve funds and discretionary reserve funds. Obligatory reserve funds are created whenever statute requires. Discretionary reserve funds are established by Council to finance a

future expenditure for which it has the authority to spend.

The Town has 23 separate reserves established through policy.

More information on Town reserves is available within the 2025 Capital Budget document.



Budget Guidelines

Fiscal Guidelines

Balanced Budget

The Town is required under the *Municipal Government Act* not to plan for a deficit. To achieve this, the budget is prepared on a financially viable basis and is monitored and controlled to enhance the final year-end results to achieve a balanced budget. As such, all budgeted revenues must equal budgeted expenditures.

Replacement Funding

Separate funds exist for fleet and equipment replacement. Each cost center in the General and Water & Wastewater Fund contributes to the future replacement of vehicles and equipment. The contribution is based on the projected replacement cost/anticipated useful life of the fleet.

When a vehicle is replaced, it should be disposed of to avoid adding to the fleet inventory and to avoid unnecessary maintenance and operational costs.



Reserves

We project a reserve balance of \$11,565,967 at the end of 2025 (\$10,163,729 in 2024); more information on reserve contributions and withdrawals can be found within the 2025 Capital Budget document located on the Town website.

Three Hills maintains both discretionary and targeted reserve funds. Discretionary reserves tend to be unallocated and available at Council's discretion. Targeted reserves are earmarked for specific road,

sidewalk, water & wastewater, recreation and equipment renewals.

Revenue

Three Hills is conservative in revenue estimates and avoids dependence on temporary revenue sources to fund recurring government services.

Accounting, Auditing and Financial Reporting Policies

An independent audit is performed annually. Three Hills produces a Consolidated Annual Financial report following Generally Accepted Accounting Principles (GAAP) as outlined by the Public Sector Accounting Board (PSAB).

Financial Planning

Three Hills adopts an annual Capital Budget and four-year forecast that plans for all improvements needed. Anticipated maintenance costs are included for all projects. The first five years of additional maintenance costs are combined with other data-gathering techniques to project operating results for five years. This information is the basis for developing the next year's budget.

Departmental Budgeting

For accounting and budgeting purposes, the Town's accounts are segregated by department or area of responsibility. There are many reasons to budget this way: it shows a reasonable approximation of revenues and expenses that are attributable to each department, it allows for transfers between departments and allows for easier reporting to Provincial or Federal agencies or service partners.

Each department will have its own set of activity revenue and expenditure accounts with the intent of showing the Tax Levy Requirement (TLR) – the amount of taxes and other corporate revenues that are required to operate that department. Departments that have significant activity revenues – recreation or waste management - will have a lower TLR than departments such as finance or public works. This isn't to penalize any one department for their TLR but to provide additional information to Council and residents.

Fiscal and Accounting Policies

The Town has an extensive array of principles, practices and policies which govern the financial administration of the entity. The general financial objectives can be summarized as follows:

- Financial Viability – to maintain a financially viable municipality that can provide high-quality services for our current and future ratepayers.
- Financial Management – to enhance the fiscal position of the Town through sound financial management, both short-term and long-term.
- Financial Flexibility – to maintain financial flexibility to anticipate and meet changing economic conditions.
- Legislative Compliance – the Town follows the legislative financial requirements of the *Municipal Government Act*. In addition, the Town meets or exceeds all policy statements of the Public Sector Accounting Board, which is governed by the Canadian Institute of Chartered Accountants.

The following provides an overview of the specific financial policies, controls and planning framework of the Town. The Town's fiscal period is January 1 to December 31.

Operating Budget Control Process

The Town has policies in place to allow departments sufficient latitude to effectively manage programs and service delivery for which they are accountable. These policies establish financial accountability and spending authorities for budget allocations. The general accountabilities and allowable adjustments are as follows:

- Departmental services approved by Council are carried out within the department's net expenditure approvals, and deviations from this policy are reported to and reviewed by the CAO or Council, as set out herein.
- Department Directors are accountable to the CAO for their spending, revenue generation and service delivery performance against budget approvals. The Director of Finance is to ensure that these variances are detailed in the "Financial Report" to Council.
- Revenues that are received beyond the level provided for in the budget shall not be spent or

committed without Council approval. At year-end, such remaining revenues become part of the Town surplus unless specific approvals are sought to move monies into reserves.

- Reallocations between expenditure classifications (excluding salaries and benefits) that do not affect the net operating budget of a specific program may be made by a Department Director.
- All events (i.e. unforeseen grants, etc.) after the original adoption of the budget will be reported as a variance against the budget.

Capital Budget Control Process

The following points highlight the capital budget control process:

- Council, in adopting the Capital Budget, has determined the sums required for each capital project listed in the Capital Budget. The Director of Finance certifies that funding for the capital projects in the Capital Budget is within the Town's financial debt limit allowable by the Province.
- All Capital Budgets and departmental reports to Council seeking authority for the release of funds and commencement of the capital project or amendments to the capital program must first be reviewed by the Finance Department to ensure accuracy, financing sources and financial impact and then reviewed by the CAO before being submitted to Council for approval.
- The Director of Finance as part of the annual capital budget submission reviews all prior years' capital budget approvals. This review forms part of the annual Capital Budget process.



Budget Guidelines

Financial Planning Policies and Principles

The financial plan, which covers both the operating and capital budgets for all funds, encompasses the following principles:

- **Balanced Budget** – the Town is required, under the *Municipal Government Act*, not to plan for a deficit. To achieve this, the budget is prepared on a financially viable basis and is monitored and controlled to enhance the final year-end results to achieve a balanced budget. As such, all budgeted revenues must equal budgeted expenditures.
- **Long-Range Perspective** – all budgets are prepared with a long-term perspective to ensure affordability and equity to the ratepayers. As such, all programs and projects within the operating and capital budgets must be realistic.
- **Proactive Asset Management** – the infrastructure of the Town is reviewed on an ongoing basis to assess its condition. In 2023, Council approved a new Asset Management Policy which reinforces a financial and lifecycle approach to infrastructure replacement. Proactive maintenance and rehabilitation programs are then programmed into the budget process.
- The Town shall utilize reserves and Reserve Funds to assist in financial planning.
- The establishment of specific revenues to provide for tax rate stabilization, the replacement of infrastructure, facilities and future capital projects and to manage the debt financing needs of the Town.

Purchasing Practices and Principles

To ensure the most cost-effective and cost-efficient methods are used to purchase goods and services for the Town.

The Town's purchasing decisions are made without favour or bias, that there is equal opportunity for qualified suppliers to bid on business, and that there is a high standard of financial stewardship.

All purchases for the Town must be governed by the financial limits and procurement methods established under Policy # 480 – Purchase and Procurement Policy.

Cash Management

The Town makes every reasonable effort to control the Town's cash needs, maintain adequate working capital, and maximize investment opportunities, internal borrowing and debt repayment acceleration. The reduction of service charges and other financing costs is also a goal of cash management.

Investments made by the Town are governed through Policy # 560 – Investment Policy.

Revenue and Expenditure Policies and Principles

Revenue Diversification – the Town undertakes various reviews to ensure the non-tax base for the Town is maximized. In terms of rates and fees, Council is informed during the budget process of the current cost recovery and adjustments made based on policy:

- **Use of One-Time Revenue** – these are not used to fund the base budget or ongoing program costs. In some cases they may be utilized to fund the start-up cost of a program; however, are generally earmarked for one-time expenditures and utilized to supplement the available capital program funding.
- **Expenditures** – in addition to the expenditure controls detailed above under the operating and capital budget control processes, monthly reports are prepared for management to monitor actual to planned results.

Debt Management

Debt management practices are governed through Policy # 580 – Debt Management Policy, whose purpose establishes the systematic decision-making process for the use of Long and Short Term Debt funding that will ensure the fiscal sustainability of the Town.

Council reviews the debt and forecasted levels as part of the capital budget review process and throughout the year. The practices and actions of Council ensure:

- a strong financial position is maintained,
- encourage planning and budgeting of future capital projects,
- limit and ensure debt is manageable from both a tax rate and user rate viewpoint, and

Budget Guidelines

- debt service burden shall be significantly below the allowable Provincial Limit.

More information on the Town's debt position can be found in the 2025 Capital Budget document.

Tangible Capital Assets

The Town complies with the Tangible Capital Asset requirements of the Public Sector Accounting Board. The annual financial statements are prepared to reflect historical costs and amortization. The Town will comply with the future requirements to integrate these financial statements requirements into its budgeting practices.

Asset Retirement Obligation

Following the 2024 year-end audit process, the Town complies with the Asset Retirement Obligation requirements of the Public Sector Accounting Board and will comply with the future requirements to integrate these financial statements requirements into its budgeting practices.

Basis of Accounting

The Town prepares its financial information in accordance with the Generally Accepted Accounting Principles for local governments as recommended by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. The Town's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes revenues as they become available and measurable and expenditures as they are incurred and measurable as the result of receipt of goods or services and the creation of a legal obligation to pay. This is also the basis for developing the Town's budget.



Budget Guidelines

Budget Schedule

The Director of Finance is responsible for overall budget preparation, with departmental input from senior management. Public comments and Council priorities are incorporated into the budget as much as possible.

June to September 2024

- Work with external service partners regarding budget parameters and pressures.
- Draft budget guidelines and parameters discussed among Town staff.
- Update and distribute draft budget information and spreadsheets to department heads.

September 2024 to February 2025

- Meet with affected sub-committees and organizations.
- Capital project department requests due.
- Finalize budget priorities with Council.
- Finalize operating budgets.
- CAO approves budgets to be forwarded to Council.

Proposed Budget Calendar

All budget meetings are open to the public and the schedule below outlines the public meetings and budget deliberations:

First week of April 2025

- Proposed Operating Budget released to Council, stakeholders and the public

Monday, April 7, 2025 at 5:30pm

- Overview of proposed Operating Budget
- Public input
- Budget review and deliberations

Monday, April 14, 2025 at 3:30pm

- Budget review and deliberations
- End of deliberations, staff prepare the final budget

Monday, April 28, 2025 at 5:30pm

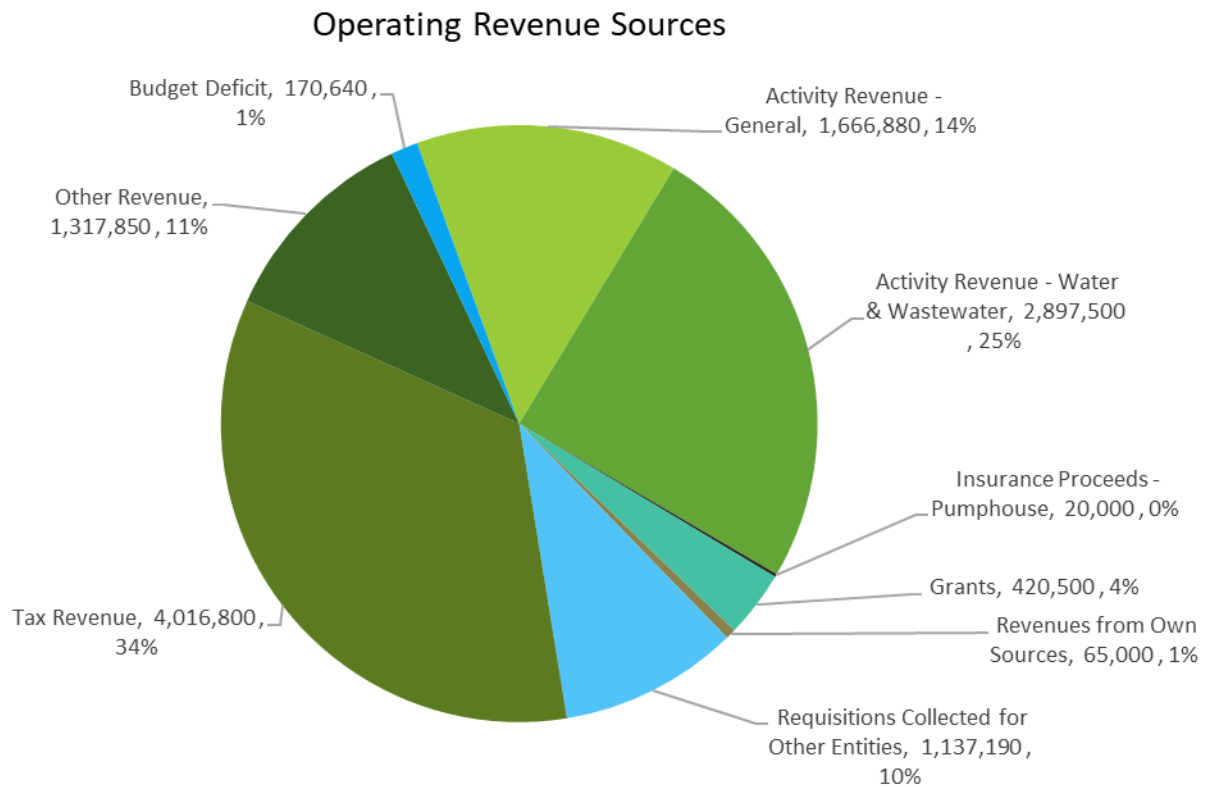
- Budget approval



Budget Overview

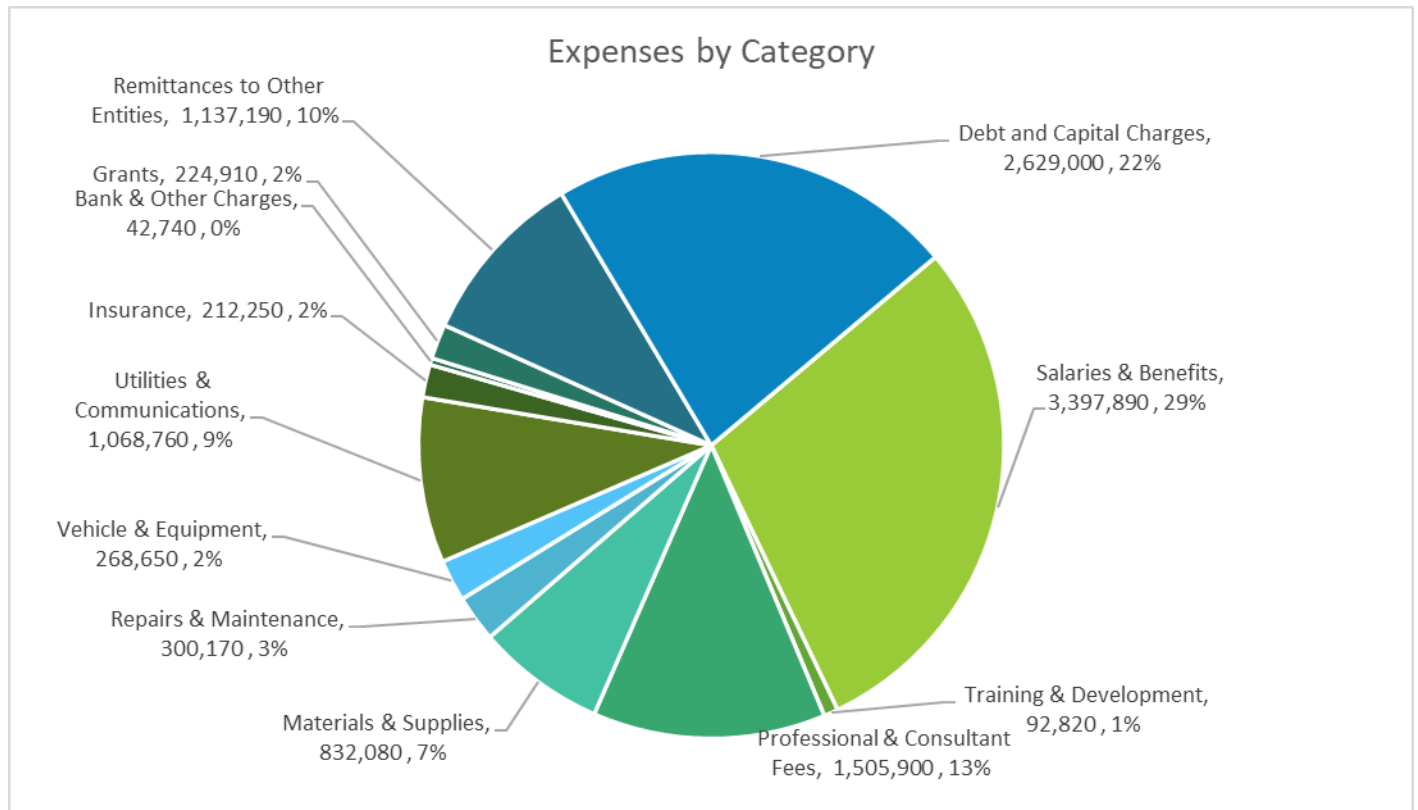
Sources and Uses of Funds

The total source of funds for the proposed 2025 operating budget is \$11,541,720. This consists of new revenue and funds carried forward from the previous fiscal years. The revenue detail for each area is found within the budget document – either in the summary section or in the budget detail for that department. The chart below shows the funding sources by major category.



Budget Overview

The total expenses for the proposed 2025 operating budget is \$11,712,360. The chart below shows the amount of sources by cost component.



Budget Overview

Consolidated Budget Summary

The Consolidated Budget Summary shows the revenues and expenditures by component type and the budget position of the operating budget.

As presented, there is a budget deficit of \$170,640 – this includes both the general fund (taxes) and water

fund (rates). The proposed budget includes amounts needed to maintain existing services and proposed service level increases or enhancements.

Decisions by Council during budget deliberations will influence the final budget position and may necessitate tax rate changes.

Consolidated Budget Summary

Table 1

	2023 Actual	Projected 2024 Actual	2024 Budget	Proposed 2025 Budget	Change (\$)	Change (%)
Summary						
Salaries & Benefits	2,952,746	3,013,278	3,277,140	3,397,890	120,750	3.7
Training & Development	56,647	44,378	78,820	92,820	14,000	17.8
Professional & Consultant Fees	1,355,254	1,483,188	1,362,090	1,505,900	143,810	10.6
Materials & Supplies	618,365	746,619	765,540	832,080	66,540	8.7
Repairs & Maintenance	348,069	230,263	304,170	300,170	(4,000)	(1.3)
Vehicle & Equipment	255,937	249,365	239,780	268,650	28,870	12.0
Utilities & Communications	1,096,810	994,705	1,058,150	1,068,760	10,610	1.0
Insurance	162,497	170,630	170,030	212,250	42,220	24.8
Pumphouse Failure	15,785	-	-	-	-	-
Bank & Other Charges	48,399	28,657	48,490	42,740	(5,750)	(11.9)
Grants	262,890	503,136	595,410	224,910	(370,500)	(62.2)
Remittances to Other Entities	929,238	995,857	943,190	1,137,190	194,000	20.6
Operating Expenses	8,102,636	8,460,076	8,842,810	9,083,360	240,550	2.7
Debt	862,043	895,043	861,970	861,970	-	-
Transfers	1,870,230	1,855,280	1,855,280	1,717,030	(138,250)	(7.5)
Landfill Closure Costs	50,000	50,000	50,000	50,000	-	-
Debt and Capital Charges	2,782,273	2,800,323	2,767,250	2,629,000	(138,250)	(5.0)
Total Expenses	10,884,910	11,260,399	11,610,060	11,712,360	102,300	0.9
Departmental Revenue						
Activity Revenue - General	(1,691,543)	(1,727,109)	(1,632,180)	(1,666,880)	(34,700)	2.1
Activity Revenue - Water & Wastewater	(3,139,129)	(2,719,666)	(3,158,670)	(2,897,500)	261,170	(8.3)
Insurance Proceeds - Pumphouse	(51,534)	-	(42,250)	(20,000)	22,250	(52.7)
Grants	(426,399)	(419,845)	(424,300)	(420,500)	3,800	(0.9)
Revenues from Own Sources	(151,000)	(504,573)	(385,010)	(65,000)	320,010	(83.1)
Requisitions Collected for Other Entities	(933,094)	(989,982)	(943,190)	(1,137,190)	(194,000)	20.6
Total Department Revenue	(6,392,699)	(6,361,175)	(6,585,600)	(6,207,070)	378,530	(5.7)
Net Operating Expenditures	4,492,211	4,899,224	5,024,460	5,505,290	480,830	9.6
Corporate Revenue						
Tax Revenue	(3,523,379)	(3,651,417)	(3,676,940)	(4,016,800)	(339,860)	9.2
Other Revenue	(1,372,236)	(1,499,663)	(1,347,520)	(1,317,850)	29,670	(2.2)
Total Corporate Revenue	(4,895,615)	(5,151,080)	(5,024,460)	(5,334,650)	(310,190)	6.2
General (Surplus)/Deficit	(403,404)	(251,856)	-	170,640	170,640	-

Budget Overview

Assessments

Understanding Property Assessments

Your property assessment significantly influences the amount of property taxes you pay. On or before March 1 of each year, the Town makes the assessment roll public, showing the fair market value of a property as of July 1 of the prior year.

The Town contracts out assessment services to Wild Rose Assessment Services and assessment practices and methodologies are governed through the *Municipal Government Act (MGA)*.

In Alberta, market value is used to determine the assessed value of your property. Section 1(1)(n) of the *MGA* defines market value as the amount that a property might be expected to realize if it is sold on the open market by a willing seller to a willing buyer. The market value of your property is determined by an Accredited Assessor. The Assessor takes many factors, as outlined by the *MGA*, into consideration when determining value.

In addition, the valuation date and condition date specified by the *MGA* are also used to determine the assessed value of your property. The valuation date is a fixed date at which time all properties are assessed, ensuring that all properties are valued as of the same date. For example, the valuation date for the 2025 tax year is July 1, 2024. The condition date is defined by Section 289(2)(a) as the characteristics and physical condition of the property on December 31 of the year before the year in which a tax is imposed.

It is important to know that an increase in your property assessment doesn't necessarily result in a significant increase in your property taxes. The most important factor is not how much your assessed value has changed, but how much your assessed value has changed relative to the average change for your property class within the Town.

Understanding the impact of a property change in your assessment on property taxes

Remember that your property's assessment determines your share of taxes for your property class, assuming the Town and other taxing entities do not change their budgetary requirements.

Here is what could happen to your property taxes:

Your property's value change	Property tax impact
 LOWER to the Average change for property class	Taxes likely DECREASE
 SIMILAR to the Average change for property class	Taxes likely DO NOT CHANGE
 HIGHER to the Average change for property class	Taxes likely INCREASE

Example A:



Taxes likely **DECREASE**

Your property is currently assessed at **\$255,000** based on a valuation date of July 1 last year. Your previous assessment was **\$250,000**. Your property increased **2%** in value, while the average increase for your property class was **4%**.

Since your property value increased **less than** the average for your property class, you will likely see a **decrease** in your property taxes.

Note: this example assumes that there are no changes in the budgetary requirements of the Town and/or other taxing entities.

Example B:



Taxes likely **INCREASE**

Your property is currently assessed at **\$265,000** based on a valuation date of July 1 last year. Your previous assessment was **\$250,000**. Your property increased **6%** in value, while the average increase for your property class was **4%**.

Since your property value increased **more than** the average for your property class, you will likely see a **increase** in your property taxes. Note: this example assumes that there are no changes in the budgetary requirements of the Town and/or other taxing entities.

Budget Overview



- Utilities, such as water, sanitary sewer, and solid waste management are generally self-funded through user fees. User fees are based on consumption, not your property's assessed value. The Town bills users directly for these services.

Note – comparing property taxes to other communities is difficult due to variables such as levels of service or industry and the number/type of commercial businesses within the comparative tax base. Comparing property tax rates to other municipalities can be done by comparing “representative homes” – i.e. an average valued home in Three Hills to an average valued home in another community for the average tax burden.

Assessments and Property Taxes

Once assessments for all Town properties are known, the tax rate is calculated by dividing tax revenue requirements across property classifications and properties. Important items to remember are:

- The overall Town budget is developed based on the cost of delivering services to property owners. Taxes collected by the Town support protective services, roads maintenance, parks and recreation, administration, etc. The budget also predicts future spending and puts a portion of property taxes into reserves (savings accounts) to make sure future property taxes don't have big spikes from year to year.
- Your property tax notice is a bill for services that are available to you as a property owner. The amount you pay depends on the location and classification of your property, its assessed value, and the cost of the services.
- Your property taxes are calculated using tax rates that are set by Council. Tax rates are adjusted every year to make sure enough money is raised to provide these services. You can't appeal your property taxes, but you may be able to appeal your property assessment.
- Property tax notices are sent by the Town and you pay property taxes to the Town. Of the property taxes collected, just over 78% remain with the Town. The rest is collected for other taxing authorities for educational and senior housing purposes.

Budget Overview

Taxable Assessment History

Table 2

	2019	2020	2021	2022	2023	2024
Residential	257,852,130	255,854,700	256,056,730	261,876,920	278,361,500	293,850,750
Farmland	214,940	216,210	210,560	210,560	211,000	211,000
Non-Residential (Commercial)	56,663,770	59,768,430	59,012,050	56,365,990	58,896,200	64,855,820
Machinery & Equipment	1,327,030	1,322,790	1,329,330	1,360,280	1,656,090	1,981,690
Total Assessed Value	316,057,870	317,162,130	316,608,670	319,813,750	339,124,790	360,899,260

*Tax Rate Bylaw - assessment numbers



Budget Overview

Water and Wastewater Rates

Water and wastewater operations provide water distribution and sanitary sewage collection services to industrial, commercial and residential areas within the Town and some surrounding areas.

The water & wastewater fund receives its revenues mostly from user fees, with users receiving a monthly bill based on actual consumption. Other revenues consist of bulk water sales, sewer dumping charges, interest on outstanding bills and other miscellaneous items.

In 2022, Council approved the External Utility Connection Fee Bylaw which approved a one-time cost for development outside the Town to connect to our utility infrastructure. While there is no financial benefit to this new program in this budget, staff anticipate that will occur in future years.



In 2023, Council approved a water rate modeling analysis which proposed updates to rates charged to the various users of the regional water system. Due to existing agreements, the implementation of these findings is ongoing and has not been factored into the 2025 budget.

For budget purposes, water & wastewater activities are accounted for separately from general fund accounts.

In 2023 and 2024, additional funding was added for future capital replacement projects. In 2024, construction of the 1st St Utility Replacement Project

occurred with the replacement of the water main from 6th Ave to Tamarack Road and in the 1st St NE cul de sac. This project also replaced sewer services to the adjacent homes and a full road rehabilitation. The final lift of asphalt will be placed in 2025.

Provincial grants for capital purposes have been reduced from previous years, and infrastructure renewal is sorely needed on aging assets. The funding of these projects – either via the operating budget, utilization of debt or other sources – needs to be incorporated into utility rates.

Waste Management Rates

The Town offers garbage and recycling pickup to ratepayers, along with operating the landfill. The waste and recycling agreement was renewed in 2024 as the local waste industry has experienced changes and consolidation.

As a result of a new Provincial program, Extended Producer Responsibility (EPR), as of April 1, 2025, the Town will no longer be responsible for residential recycling collection services. Residents should not see any change to service as curbside recycling will continue once every two weeks. A private entity will be managing and paying for the service, with additional information to be shared as it becomes available. As a result of this new program, the Town will be reducing our monthly residential recycling rates after April 1.

Budget Overview

Grants and Funding to Other Organizations

The Town provides grants or funding for various reasons:

- to assist community groups in providing programming,
- towards youth or family programs,
- to organizations providing municipal services in lieu of the Town,
- for promotional or other purposes.

While most grants are known within the budget, Council allocates \$20,000 for the Grants to

Community Groups program to assist eligible applicants during the year.

The Municipal Grants to Community Groups provides financial support to not-for-profit organizations and volunteer groups within the municipality which render a service to the residents of Three Hills. This support is provided in recognition of the value these organizations and groups provide to the well-being and growth of the community and in helping the Town retain a strong community focus. Grant requests are assessed in terms of the need for the project; cost-effectiveness, financial viability, contribution to the quality of life in the community and community involvement/response.

Grants and Funding to Other Organizations

Table 3

	Proposed 2025	Actual 2024
Community Grants Programs		
Lunch With Friends Society	5,532	
Three Hills Good Health Club	600	
Kneehill Adult Learning		10,000
Three Hills Curling Club		6,500
Hillside Lanes Bowling		3,420
Kneehill Historical Society		5,080
Municipal Programming		
Kneehill Regional FCSS	52,154	44,652
Marigold Library System	20,897	20,485
Three Hills Library	109,000	108,000
Shared Service Agreements		
Kneehill County - Fire Apparatus		245,890
To other Organizations		
Kneehill Historical Society	2,750	2,750
Three Hills Arts Academy	5,000	5,000
Three Hills and District Chamber of Commerce	6,000	6,000
Three Hills Chamber of Commerce - Water Tower Lighting		40,000
Kneehill Medical Clinic Rent Stabilization Pilot Program (3 Year)	22,589	
Senior's Outreach (Bus)	7,500	7,500
Three Hills Beautification	3,000	3,000
Total	235,022	508,277

Budget Overview

Service Level Initiatives

Specific new initiatives, requests from groups or service level adjustments have been included in the budget. The items in the table below are items that staff feel should receive consideration by Council, or items that were referred to the budget process.

During the review of the budget and during public consultations Council may receive additional requests

for funding. Each of these potential new items will be reviewed in the context of the overall financial viability and Council direction. Some items will likely require further analysis and may have to be deferred on this basis. These initiatives will be reviewed during the next budget year to seek Council consent to continue for future years or will be removed if a single-year item.

Summary of Service Level Items

Table 4

	Service Level Adjustment	New Program or Service	Service Level Change
Expenses			
STARS Air Ambulance Request		3,300	3,300
Seniors Outreach - Community Drop-In Centre Request		8,000	8,000
2026 Provincial Policing Cost Increases	36,157		36,157
Three Hills Beautification Increase Request	2,000		2,000
Sewer Flushing Program Increase	10,000		10,000
	48,157	11,300	59,457

STARS Air Ambulance Funding Request - \$3,300

At the September 9, 2024, Council meetings, STARS Air Ambulance presented to Council and requested a contribution towards their operations for \$1/capita. At the September 23, 2024, Council meeting, Council directed Administration to bring this request forward to 2025 Operating Budget deliberations.

Seniors Outreach Program - Community Drop-In Centre Funding Request - \$8,000

The Seniors Outreach Program has requested an annual grant of \$8,000 to cover the cost of utilities at the Drop-In Centre, including gas, electricity, water/sewer/garbage, cable, phone and internet.

2026 Provincial Policing Cost Increases - \$36,157

The yearly policing costs are anticipated to increase by up to 39% in 2026, and Administration

recommends we fund 50% of this increase in 2025 to help soften the increase in 2026. The 2025 Provincial Policing cost is expected to be \$185,421.

Three Hills Beautification Funding Increase Request - \$2,000

The group assists with beautifying multiple areas throughout Town with flowers and Christmas decorations. As their costs have increased, they are requesting an additional \$2,000 per year, on top of their current \$3,000 per year funding.

Sewer Flushing Program Increase - \$10,000

Currently, we flush a quarter of our sewer collection system every year. For optimal system maintenance, there is a need to increase our flushing program so we can flush the entire system every two (2) years.

More information on service level adjustments will be provided to Council during budget deliberations.

Budget Overview

Expenditures by Department

Total Expenditures by Department show the total departmental costs without any revenue offsets.

Expenditures by Department

Table 5

	2023 Actual	Projected 2024 Actual	2024 Budget	Proposed 2025 Budget	Change (\$)	Change (%)
Legislative	242,299	252,871	268,580	276,570	7,990	3.0
Administrative	907,775	874,484	1,011,380	1,054,070	42,690	4.2
Police Protection	194,623	178,939	186,420	198,630	12,210	6.5
Fire Protection	174,089	458,169	561,330	218,810	(342,520)	(61.0)
Disaster Services	54,681	58,084	57,010	34,830	(22,180)	(38.9)
Bylaw Enforcement	30,802	27,374	44,630	46,560	1,930	4.3
Operations	1,136,668	1,274,616	1,282,870	1,400,220	117,350	9.1
Airport	188,088	261,139	198,090	249,470	51,380	25.9
Storm Water	12,102	25,920	41,560	27,470	(14,090)	(33.9)
Cemetery	15,128	9,931	12,860	14,510	1,650	12.8
Water Treatment	1,834,141	2,037,200	2,116,560	2,152,520	35,960	1.7
Water Distribution	696,666	510,423	430,030	430,810	780	0.2
Sewer	634,258	661,935	654,330	608,620	(45,710)	(7.0)
Solid Waste	185,135	168,327	211,570	222,670	11,100	5.2
Recycling	81,195	77,424	101,320	48,760	(52,560)	(51.9)
Landfill	436,931	414,151	405,430	483,960	78,530	19.4
Planning	67,699	73,550	79,170	81,880	2,710	3.4
Subdivision	2,124	-	2,600	1,500	(1,100)	(42.3)
Economic Development	15,516	16,970	19,370	15,760	(3,610)	(18.6)
Recreation Administration	78,637	94,933	95,530	103,980	8,450	8.8
FCSS	42,186	44,652	44,650	52,150	7,500	16.8
Library Services	160,142	158,868	159,700	158,930	(770)	(0.5)
Aquatic Centre	716,191	718,931	710,630	757,900	47,270	6.7
Centennial Arena	638,420	670,975	719,620	731,990	12,370	1.7
Parks & Playgrounds	348,655	364,804	425,500	444,080	18,580	4.4
Splash Park	15,203	34,528	31,010	22,690	(8,320)	(26.8)
Campground	150,163	123,826	144,960	137,670	(7,290)	(5.0)
Community Centre	60,004	54,805	56,970	65,210	8,240	14.5
General Government	836,145	616,720	593,190	532,950	(60,240)	(10.2)
Remittances to Other Entities	929,238	995,857	943,190	1,137,190	194,000	20.6
Total	10,884,904	11,260,406	11,610,060	11,712,360	102,300	0.9

Budget Overview

Net Expenditures by Department

Net Expenditures by Department show total expenses less an activity revenue attributable to that department.

Net Expenditures by Department

Table 6

	2023 Actual	Projected 2024 Actual	2024 Budget	Proposed 2025 Budget	Change (\$)	Change (%)
Legislative	242,299	252,871	268,580	276,570	7,990	3.0
Administrative	867,067	825,972	976,660	1,011,130	34,470	3.5
Police Protection	192,033	176,408	182,100	194,310	12,210	6.7
Fire Protection	87,064	101,525	162,320	121,810	(40,510)	(25.0)
Disaster Services	54,681	58,084	57,010	34,830	(22,180)	(38.9)
Bylaw Enforcement	24,682	21,884	37,980	38,780	800	2.1
Operations	1,128,902	1,270,548	1,275,770	1,393,170	117,400	9.2
Airport	(21,828)	74,709	(11,410)	9,470	20,880	(183.0)
Storm Water	12,102	25,920	41,560	27,470	(14,090)	(33.9)
Cemetery	(4,663)	(8,944)	(6,770)	(5,470)	1,300	(19.2)
Water Treatment	171,754	332,026	373,350	289,310	(84,040)	(22.5)
Water Distribution	241,340	177,647	53,420	71,270	17,850	33.4
Sewer	(438,692)	(19,781)	(426,770)	(86,130)	340,640	(79.8)
Solid Waste	(318,202)	(340,760)	(293,380)	(275,710)	17,670	(6.0)
Recycling	(56,558)	(62,784)	(39,320)	(59,080)	(19,760)	50.3
Landfill	271,522	250,226	244,920	332,460	87,540	35.7
Planning	52,228	20,795	52,020	55,380	3,360	6.5
Subdivision	(17,534)	-	1,100	1,500	400	36.4
Economic Development	15,516	16,970	19,370	15,760	(3,610)	(18.6)
Recreation Administration	78,637	94,933	95,530	103,980	8,450	8.8
FCSS	42,186	44,652	44,650	52,150	7,500	16.8
Library Services	160,142	158,868	159,700	158,930	(770)	(0.5)
Aquatic Centre	447,690	438,350	444,090	482,600	38,510	8.7
Centennial Arena	470,863	485,332	557,380	560,630	3,250	0.6
Parks & Playgrounds	307,996	326,446	384,820	407,650	22,830	5.9
Splash Park	9,203	28,528	25,010	16,690	(8,320)	(33.3)
Campground	(26,136)	(24,736)	(28,740)	(13,330)	15,410	(53.6)
Community Centre	37,502	30,270	41,320	42,210	890	2.2
General Government	460,289	142,913	332,190	246,950	(85,240)	(25.7)
Subtotal	4,492,085	4,898,872	5,024,460	5,505,290	480,830	9.6

Budget Overview

Description of Revenue and Expenditure Types

These descriptions explain the categories shown in the departmental and summary tables.

Revenues

Municipal revenues are summarized or consolidated on the individual departmental tables.

Departmental Revenue

Includes revenues that can be directly attributable to the activities of a department or program. These revenues are broken down into three categories:

- revenue that is generated due to the actions of the department. Examples of activity revenue are water & wastewater connection charges and fees, planning fees and recreation revenues for day camps or programs,
- revenues that include grants from third parties that are allocated to specific programs or activities; examples of grants are funding for protective services or recreation programs, and
- revenue that cannot be generally categorized within other revenues but is attributable to a specific department. This includes the water & wastewater rate or internal allocations.

Tax Revenue

Taxation is the major source of revenue for the Town. Tax rates applied to the various property classes are determined by the total tax levy requirement and the allocation by class of the assessed current market values of real property within the Town. This category includes general levies, payments in lieu of taxes and local improvement rates.

Other Corporate Revenue

Includes revenues that cannot be generally attributable to any one department or activity. Examples include interest revenue, equalization grants, and other general grants or miscellaneous income.

Requisitions Collected for Other Entities

Funds collected for third-party organizations that can requisition property taxes on our residents, in this case for the Kneehill Housing Corporation (Seniors housing) and for educational purposes.



Budget Overview

Expenditures

Salaries & Benefits

Remuneration for salary, benefit and honorarium expenses.

Training & Development

Expenses consist of mileage claims, meeting costs, training, conferences and memberships.

Professional and Consultant Fees

Includes services such as legal and audit charges, along with engineering and consultant fees.

Materials & Supplies

Includes most general purchases including office supplies and equipment, hardware & software, tools and equipment, along other miscellaneous items.

Repairs & Maintenance

Refers to repairs and maintenance costs associated with building or larger pieces of equipment, such as pumps or building components.

Utilities & Communications

Telephone, internet and building utility costs (gas, electricity, water and sewer).

Insurance

Insurance costs incurred by the Town.

Bank & Other Charges

Banking and interest charges along with other items such as easement fee and miscellaneous items.

Grants

Amounts budgeted to support other agencies or services, or grants provided to the community.

Remittances to Other Entities

Amounts remitted to other organizations that were collected via Town property tax bills.

Debt & Capital Charges

Includes principal and interest charges for long term debt, contributions to reserves or contributions to the capital program.



Vehicle & Equipment

Fuel, repairs, maintenance and insurance costs relating to vehicles and smaller or mobile pieces of equipment.

Budget Overview



Quick Facts

Full Time Equivalent Positions:	-
Total Tax Levy Requirement:	\$276,570
Net Budget Change (\$):	\$7,990
Net Budget Change (%):	3.0%

Budget Overview

Council is the legislative and policy-making body of the Town and represents the residents of Three Hills.

Council is the governing body of the municipal corporation and the custodian of its powers, both legislative and administrative. The *MGA* provides that Council can only exercise the powers of the municipal corporation in the proper form, either by bylaw or resolution.

The Mayor and four councillors are elected for a four-year term. The Mayor is elected at large and the Deputy Mayor is appointed for a one-year term at the organizational meeting from the councillors elected at large.

Overall, the Council functions are:

- Support and enhancement of Town policies,
- Providing for compliance with and implementation of policy,
- Public relations and communications,
- Overall financial management stability,
- Ensure compliance with all legal requirements,
- Appoint advisory committees and commissions,
- Participate in various regional intergovernmental relationships,
- Serve as “ombudsman” to help address constituent complaints and problems, and
- Setting the overall tone, attitude, vision and strategic direction for the organization.

Legislative Services

Table 7

	2023 Actual	Projected 2024 Actual	2024 Budget	Proposed 2025 Budget	Change (\$)	Change (%)
Salaries & Benefits	100,454	117,547	125,830	128,980	3,150	2.5
Training & Development	13,007	12,638	14,100	22,380	8,280	58.7
Materials & Supplies	35,854	38,201	35,410	72,640	37,230	105.1
Utilities & Communications	1,371	-	3,600	3,600	-	-
Insurance	375	375	390	380	(10)	(2.6)
Grants	91,238	84,110	89,250	43,590	(45,660)	(51.2)
Total	242,299	252,871	268,580	276,570	7,990	3.0
Departmental Revenues	-	-	-	-	-	-
Net Operating Expenses	242,299	252,871	268,580	276,570	7,990	3.0
Debt and Capital Charges	-	-	-	-	-	-
Tax Levy Requirement	242,299	252,871	268,580	276,570	7,990	3.0



Quick Facts

Full Time Equivalent Positions:	6.9
Total Tax Levy Requirement:	\$1,011,130
Net Budget Change (\$):	\$34,470
Net Budget Change (%):	3.5%

Administrative Services

The Chief Administrative Officer (CAO), appointed by Council, is the head of the organization and is responsible for leading, planning, organizing and directing the administration of the Town toward the fulfillment of the goals, objectives and policies as determined by the Council.

The CAO coordinates the day-to-day activities of the Town, introduces new methods and procedures among Town departments and apprises Council of operational results. The department also provides support services to the Town's departments in the form of:

- personnel management,
- records management,
- ensure legal compliance of the organization,
- maintenance of Bylaws and Policies,
- agenda preparation for Council meetings,
- apply for grants to fund Town projects, and
- facilitate annual review of the strategic work plan.

For budgeting and reporting purposes, Administrative Services includes the Office of the CAO, support staff and the Finance Department.

The Finance Department is responsible for the management of the fiscal affairs of the Town and supporting the financial-related operations of other Town departments. It collects, records, deposits and disburses all funds for the Town. The department is also responsible for the development of the annual budget, long-range financial plans, assisting Town leadership with policy decisions that may impact Town finances and developing and implementing policies and procedures that serve to protect all Town assets.

Other department responsibilities include accounting, financial reporting, property tax administration, utility billings and collections, debt management, cash management, payroll and general customer support duties

Administrative Services

Table 8

	2023 Actual	Projected 2024 Actual	2024 Budget	Proposed 2025 Budget	Change (\$)	Change (%)
Salaries & Benefits	626,634	517,344	688,500	717,270	28,770	4.2
Training & Development	23,180	16,185	30,490	25,900	(4,590)	(15.1)
Professional & Consultant Fees	133,712	155,195	108,840	111,580	2,740	2.5
Materials & Supplies	53,850	92,236	83,860	93,040	9,180	10.9
Repairs & Maintenance	4,607	6,780	4,500	5,000	500	11.1
Vehicle & Equipment	3,577	4,044	4,850	4,950	100	2.1
Utilities & Communications	42,451	37,362	42,870	44,990	2,120	4.9
Insurance	13,570	14,723	14,040	15,710	1,670	11.9
Bank & Other Charges	3,694	1,505	4,320	4,320	-	-
Total	905,275	845,374	982,270	1,022,760	40,490	4.1
Departmental Revenues	(40,708)	(48,512)	(34,720)	(42,940)	(8,220)	23.7
Net Operating Expenses	864,567	796,862	947,550	979,820	32,270	3.4
Debt and Capital Charges	2,500	29,110	29,110	31,310	2,200	7.6
Tax Levy Requirement	867,067	825,972	976,660	1,011,130	34,470	3.5

Protective Services



Protective Services

Quick Facts

Full Time Equivalent Positions:	1.0
Total Tax Levy Requirement:	\$389,730
Net Budget Change (\$):	\$(49,680)
Net Budget Change (%):	(11.3)%

Protective Services

We strive to ensure Three Hills remains a vibrant and safe community. We are honoured to have several volunteers and professionals that constitute the Protective Services sector of our Town. Protective Services is made up of Police, Fire, Disaster Services (Emergency Management) and Bylaw Enforcement.

Police Protection

The Town is required to contribute towards a portion of RCMP detachment costs based on calculations provided by the Provincial government. It's anticipated the costs will increase by 39% in 2026.

Fire Protection

The department moved into its new building in the Spring of 2012. The prior building served as their home when it was converted from the Town Public Works Shop to the Fire Hall in 1956. The new building was built to accommodate both Town trucks as well as trucks from Kneehill County.

The Three Hills Fire Department is our first line of defence against fires and other emergencies in Town. The department trains regularly and provides many protective services.

The department helps to protect residents and minimize the risk of fires in the community. The fire department works with local groups and agencies to provide education and to assist in planning and prepping for emergency situations. By planning and educating, we're striving to keep Three Hills safe.

In 2024, we partnered with Kneehill County on the purchase of a new Engine (pictured below). This partnership resulted in significant savings for both organizations as we replaced two (2) trucks with a single unit.



Disaster Services

The Town operates under a Ministerial Order from the Province of Alberta. This Ministerial Order allows the Town to be a member of a partnership with surrounding municipalities for Emergency Management, known as the Kneehill Regional Emergency Management Partnership. This partnership consists of one County, three Villages and two Towns. The Regional group meets regularly and shares an Emergency Plan.

All Town staff have the Basic Emergency Management Course as well as the ICS 100 course.

Bylaw Enforcement

The Bylaw Department is responsible for the enforcement of bylaws passed by Council and is committed to providing a desired quality of life for citizens and visitors through education to raise awareness of community standards and enforcement of Town Bylaws. They ensure timely compliance with a professional, unbiased approach.

Kneehill County Peace Officers provide municipal enforcement for the Town, working to ensure compliance with bylaws and investigate incoming complaints. Spot enforcement operations are also conducted in high-traffic or problem areas in the Town.



Protective Services

Protective Services

Table 9

	2023 Actual	Projected 2024 Actual	2024 Budget	Proposed 2025 Budget	Change (\$)	Change (%)
Police						
Professional & Consultant Fees	193,623	178,939	185,420	198,630	13,210	7.1
Grants	1,000	-	1,000	-	(1,000)	(100.0)
Total Police	194,623	178,939	186,420	198,630	12,210	6.5
Fire						
Salaries & Benefits	73,499	82,221	79,540	86,650	7,110	8.9
Training & Development	220	907	8,200	6,200	(2,000)	(24.4)
Professional & Consultant Fees	17,126	14,492	19,500	21,580	2,080	10.7
Materials & Supplies	10,197	18,504	19,000	21,090	2,090	11.0
Repairs & Maintenance	4,899	4,942	8,100	7,000	(1,100)	(13.6)
Vehicle & Equipment	4,647	6,415	10,550	10,130	(420)	(4.0)
Utilities & Communications	27,953	27,043	28,440	28,950	510	1.8
Insurance	10,548	11,685	11,920	18,280	6,360	53.4
Bank & Other Charges	-	-	-	-	-	-
Grants	-	245,890	330,010	-	(330,010)	(100.0)
Remittances to Other Entities	-	-	-	-	-	-
Total Fire	149,089	412,099	515,260	199,880	(315,380)	(61.2)
Emergency Mgt						
Salaries & Benefits	28,365	32,245	29,740	31,890	2,150	7.2
Training & Development	19	-	1,430	2,100	670	46.9
Utilities & Communications	747	747	840	840	-	-
Total Emergency Mgt	29,681	33,084	32,010	34,830	2,820	8.8
Bylaw						
Salaries & Benefits	14,183	18,184	21,590	23,160	1,570	7.3
Professional & Consultant Fees	15,782	6,100	19,900	23,300	3,400	17.1
Materials & Supplies	-	55	100	100	-	-
Insurance	837	865	870	-	(870)	(100.0)
Total Bylaw	30,802	25,204	42,460	46,560	4,100	9.7
Total	404,195	649,326	776,150	479,900	(296,250)	(38.2)
Departmental Revenues	(95,736)	(364,665)	(409,980)	(109,100)	300,880	(73.4)
Net Operating Expenses	308,459	284,661	366,170	370,800	4,630	1.3
Debt and Capital Charges	50,000	73,240	73,240	18,930	(54,310)	(74.2)
Tax Levy Requirement	358,459	357,901	439,410	389,730	(49,680)	(11.3)



Quick Facts

Full Time Equivalent Positions:	5.8
Total Tax Levy Requirement:	\$1,424,640
Net Budget Change (\$):	\$125,490
Net Budget Change (%):	9.7%

Works and Infrastructure

The Public Works (or Operations) Department is responsible for maintaining the integrity and safety of Three Hill's transportation infrastructure.

The Operations Department is a major contributor to the community's public safety with snow removal and sanding of roads, clearing sidewalks, pathways and sweeping the winter mess up in the spring.

Equipment operators complete the road line painting and repair street signage and potholes throughout the year. The department works alongside the Utility Department running equipment during infrastructure repairs and assisting all other departments as required in the maintenance of all Town facilities.



The department is also responsible for stormwater management and maintenance of the related public storm sewers, and retention/detention ponds that are under the Town's authority.

The Three Hills Airport is located 4 kilometers east of Three Hills. Public works staff are responsible for the maintenance of the airport, including snow and ice control operations.

The Prairie Aviation Training Centre (PATC), an affiliate of Prairie College, utilizes this airport as its training base. PATC offers a two-year Associate of Arts in Mission Aviation degree to successful graduates of the program.

The Cemetery is located on the outskirts of Town. Over the last ten years, we have expanded the cemetery to allow for future development. The Town Cemetery

consists of four main sections and the Catholic Church has a private area located to the east of the Town Cemetery.

In 2024, our crews completed a project where we straightened all of the headstones at the cemetery as over time, they tend to settle and lean.

Also in 2024, we completed significant asphalt renewals in Town, with the largest section being on 1st Ave NE from the Highway to 1st NE. It is planned to continue with this program in 2025.



Works and Infrastructure

Works and Infrastructure

Table 10

	2023 Actual	Projected 2024 Actual	2024 Budget	Proposed 2025 Budget	Change (\$)	Change (%)
Operations						
Salaries & Benefits	468,646	498,812	530,790	492,510	(38,280)	(7.2)
Training & Development	2,275	1,151	2,600	1,940	(660)	(25.4)
Professional & Consultant Fees	15,770	29,050	28,260	30,110	1,850	6.5
Materials & Supplies	37,419	34,175	38,230	40,410	2,180	5.7
Repairs & Maintenance	39,513	66,778	80,000	74,000	(6,000)	(7.5)
Vehicle & Equipment	117,651	137,421	95,220	122,730	27,510	28.9
Utilities & Communications	226,867	218,114	220,550	220,680	130	0.1
Insurance	16,245	17,400	16,810	21,740	4,930	29.3
Bank & Other Charges	2,282	1,705	400	400	-	-
Total Operations	926,668	1,004,606	1,012,860	1,004,520	(8,340)	(0.8)
Airport						
Professional & Consultant Fees	23,671	31,272	12,960	35,560	22,600	174.4
Materials & Supplies	143,385	208,137	155,250	175,250	20,000	12.9
Repairs & Maintenance	66	2,381	3,220	17,770	14,550	451.9
Vehicle & Equipment	826	675	120	-	(120)	(100.0)
Utilities & Communications	9,268	9,129	9,490	9,540	50	0.5
Insurance	8,693	670	8,800	3,100	(5,700)	(64.8)
Total Airport	188,088	252,889	189,840	241,220	51,380	27.1
Storm Water						
Professional & Consultant Fees	236	3,860	15,000	15,000	-	-
Repairs & Maintenance	4,198	-	5,000	5,000	-	-
Utilities & Communications	1,668	1,970	1,470	1,470	-	-
Bank & Other Charges	6,000	6,000	6,000	6,000	-	-
Total Storm Water	12,102	11,830	27,470	27,470	-	-
Cemetery						
Professional & Consultant Fees	745	2,565	1,700	500	(1,200)	(70.6)
Materials & Supplies	1,283	1,124	3,920	7,600	3,680	93.9
Repairs & Maintenance	69	67	500	500	-	-
Vehicle & Equipment	531	235	800	750	(50)	(6.3)
Total Cemetery	2,628	3,991	6,920	9,350	2,430	35.1
Total	1,129,486	1,273,316	1,237,090	1,282,560	45,470	3.7
Departmental Revenues	(237,473)	(209,373)	(236,230)	(267,030)	(30,800)	13.0
Net Operating Expenses	892,013	1,063,943	1,000,860	1,015,530	14,670	1.5
Debt and Capital Charges	222,500	298,290	298,290	409,110	110,820	37.2
Tax Levy Requirement	1,114,513	1,362,233	1,299,150	1,424,640	125,490	9.7



Quick Facts

Full Time Equivalent Positions:	6.5
Total Tax Levy Requirement:	\$274,450
Net Budget Change (\$):	\$94,710
Net Budget Change (%):	5.4%

Water and Wastewater

The Water and Wastewater (or Utility) Department has the responsibility for the repair and continued maintenance of the Water Treatment Plant, Water Distribution, Wastewater Treatment, Wastewater Collection and Stormwater Management systems. Utility operators also play a key role in assisting in the development of operating and capital infrastructure projects.

In addition, the Utility Department is responsible for meter reading and continued maintenance of the water meter program. Utility operators work closely with Alberta Environment to meet the required Approvals and staying on top of their education and training for CEU's to meet their requirements as a Utility Operator for the Town.

The Town owns and operates a regional water treatment system that provides water to Three Hills, Trochu, and portions of Kneehill County. The water that enters the plant is drawn from the Red Deer River east of Town. Staff work hard to protect health by delivering clean, reliable drinking water to the community.

Due to the unexpected failure of the old pumphouse in 2022, staff and various contractors have worked incredibly hard to maintain safe water operations during the construction of the new pumphouse. In early 2025, the new pumphouse will be completed, bringing a major construction project to an end. The new pumphouse will serve us well into the future.

Wastewater is water that has been used in homes and businesses in ways that negatively impact its quality. It is largely made up of human waste, oils, grease, chemicals, dirt and soaps from sinks, showers and washing machines and effluent from industries, commercial businesses and institutions.

This water is removed from homes and businesses by over 26km of sewer pipes and ends up at the sewage lagoons located south of Three Hills. Once treated, a portion of this water is recycled and used to water the beautiful Three Hills Golf Course.



Water and Wastewater

Water and Wastewater

Table 11

	2023 Actual	Projected 2024 Actual	2024 Budget	Proposed 2025 Budget	Change (\$)	Change (%)
Water Treatment						
Salaries & Benefits	160,398	216,874	321,240	379,990	58,750	18.3
Training & Development	6,147	5,295	5,650	7,360	1,710	30.3
Professional & Consultant Fees	165,574	275,772	201,880	212,430	10,550	5.2
Materials & Supplies	128,624	169,281	202,920	209,110	6,190	3.1
Repairs & Maintenance	74,540	1,439	-	-	-	-
Vehicle & Equipment	23,321	8,687	14,790	4,660	(10,130)	(68.5)
Utilities & Communications	250,560	216,595	234,910	231,380	(3,530)	(1.5)
Insurance	37,063	31,581	39,400	55,290	15,890	40.3
Bank & Other Charges	6,021	778	6,900	2,500	(4,400)	(63.8)
Total Water Treatment	852,248	926,302	1,027,690	1,102,720	75,030	7.3
Water Distribution						
Salaries & Benefits	326,791	243,109	215,220	186,780	(28,440)	(13.2)
Training & Development	41	856	2,000	2,000	-	-
Professional & Consultant Fees	148,982	120,019	66,730	64,230	(2,500)	(3.7)
Materials & Supplies	33,908	24,972	31,900	33,890	1,990	6.2
Repairs & Maintenance	98,587	50,377	35,600	41,800	6,200	17.4
Vehicle & Equipment	17,089	14,406	25,530	30,780	5,250	20.6
Utilities & Communications	50,079	41,593	47,460	48,020	560	1.2
Insurance	5,404	15,091	5,590	23,310	17,720	317.0
Bank & Other Charges	15,785	-	-	-	-	-
Grants	-	-	-	-	-	-
Remittances to Other Entities	-	-	-	-	-	-
Total Water Distribution	696,666	510,423	430,030	430,810	780	0.2
Wastewater						
Salaries & Benefits	146,938	122,514	111,920	115,580	3,660	3.3
Training & Development	305	-	500	500	-	-
Professional & Consultant Fees	77,115	83,577	80,080	89,080	9,000	11.2
Materials & Supplies	34,083	28,921	38,420	41,470	3,050	7.9
Repairs & Maintenance	58,902	42,807	60,100	65,000	4,900	8.2
Vehicle & Equipment	3,127	9,288	120	120	-	-
Utilities & Communications	9,803	9,429	9,130	9,130	-	-
Insurance	3,842	3,281	3,980	2,270	(1,710)	(43.0)
Bank & Other Charges	5,600	5,600	5,600	5,600	-	-
Grants	-	-	-	-	-	-
Remittances to Other Entities	-	-	-	-	-	-
Total Wastewater	339,715	305,417	309,850	328,750	18,900	6.1
Total Water and Wastewater	1,888,629	1,742,142	1,767,570	1,862,280	94,710	5.4
Departmental Revenues	(3,190,664)	(2,719,666)	(3,200,920)	(2,917,500)	283,420	(8.9)
Net Operating Expenses	(1,302,035)	(977,524)	(1,433,350)	(1,055,220)	378,130	(26.4)
Debt and Capital Charges	1,276,436	1,467,416	1,433,350	1,329,670	(103,680)	(7.2)
Tax Levy Requirement	(25,599)	489,892	-	274,450	274,450	-



Quick Facts

Full Time Equivalent Positions:	1.2
Total Tax Levy Requirement:	(\$2,330)
Net Budget Change (\$):	\$36,160
Net Budget Change (%):	(97.3%)

Waste Management

Residential and commercial waste and recycling pickup and disposal services in Three Hills are contracted to E360 Environmental Solutions. Residential properties have curbside waste pickup weekly and recycling pickup every second week. Commercial properties utilize bins and carts for their pickups.

In 2022, the Province of Alberta made the announcement that the Province would be implementing an Extended Producer Responsibility Process (EPR), which shifts the cost of recycling materials like single-use products away from municipalities and taxpayers to the producers and manufacturers.

As of April 1, 2025, the Town will no longer be responsible for managing the curbside recycling process. As a result, we have been able to reduce our monthly cost to residents for recycling services by \$2.50/month.

The Town also operates the Three Hills Landfill, located south of Town. The landfill accepts most types of common refuse, and the Town accepts some recyclables at the site. Planning is underway to expand the landfill to secure our future waste needs.



Waste Management

Waste Management

Table 12

	2023 Actual	Projected 2024 Actual	2024 Budget	Proposed 2025 Budget	Change (\$)	Change (%)
Solid Waste						
Professional & Consultant Fees	178,774	158,817	193,550	220,010	26,460	13.7
Materials & Supplies	4,447	8,135	17,590	2,250	(15,340)	(87.2)
Vehicle & Equipment	1,500	1,375	-	-	-	-
Insurance	414	-	430	410	(20)	(4.7)
Total Solid Waste	185,135	168,327	211,570	222,670	11,100	5.2
Recycling						
Professional & Consultant Fees	69,284	63,887	82,330	37,360	(44,970)	(54.6)
Materials & Supplies	3,489	1,980	8,590	2,590	(6,000)	(69.8)
Repairs & Maintenance	192	3,117	1,000	1,000	-	-
Utilities & Communications	7,253	7,552	6,890	7,780	890	12.9
Insurance	977	888	1,010	30	(980)	(97.0)
Bank & Other Charges	-	-	1,500	-	(1,500)	(100.0)
Total Recycling	81,195	77,424	101,320	48,760	(52,560)	(51.9)
Landfill						
Salaries & Benefits	124,462	186,078	167,380	192,910	25,530	15.3
Training & Development	1,217	544	1,100	1,100	-	-
Professional & Consultant Fees	40,795	60,191	60,040	116,290	56,250	93.7
Materials & Supplies	11,493	20,894	20,300	12,450	(7,850)	(38.7)
Repairs & Maintenance	1,886	1,235	3,500	9,500	6,000	171.4
Vehicle & Equipment	32,106	15,769	22,960	23,980	1,020	4.4
Utilities & Communications	5,309	5,465	5,700	5,460	(240)	(4.2)
Insurance	3,521	3,944	3,640	950	(2,690)	(73.9)
Bank & Other Charges	1,042	221	1,000	600	(400)	(40.0)
Total Landfill	221,831	294,341	285,620	363,240	77,620	27.2
Total Waste Management	488,161	540,092	598,510	634,670	36,160	6.0
Departmental Revenues	(806,499)	(813,220)	(806,100)	(757,720)	48,380	(6.0)
Net Operating Expenses	(318,338)	(273,128)	(207,590)	(123,050)	84,540	(40.7)
Debt and Capital Charges	215,100	119,810	119,810	120,720	910	0.8
Tax Levy Requirement	(103,238)	(153,318)	(87,780)	(2,330)	85,450	(97.3)



Quick Facts

Full Time Equivalent Positions:	0.7
Total Tax Levy Requirement:	\$72,640
Net Budget Change (\$):	(\$1,250)
Net Budget Change (%):	0.2%

Planning and Development

Planning and Development manages land use planning processes within the Town. The purpose of Planning and Development is to ensure that the environmental, social, and fiscal effects of development are considered in decision-making.

vacant lot price reductions in Sunrise Crescent, all vacant residential lots in Sunrise Crescent have been sold.

The department advises Council, its Committees, in particular the Municipal Planning Commission, and other Town Departments on issues related to the development within the community.



Planning and Development works to ensure that change and development take place in an organized, well-planned way, and in compliance with provincial legislation and municipal regulations and bylaws, while also maintaining and enhancing the natural and man-made environments that contribute to a high quality of life.

Economic Development is also part of the Planning and Development department, serving the community to enhance our quality of life by working with existing and prospective businesses and community partners to create a diverse economy that is resilient to change. The primary role of Economic Development is to support the organization in the areas of Marketing (Business Retention and Expansion, Investment Readiness/Attraction and Partnership Marketing) and Entrepreneurship and Small Business Assistance.

In 2024, Council approved Bylaw #1495-24 and Policy #950 to incentivize both infill development and new home construction. Coupled with residential

Planning and Development

Planning and Development

Table 13

	2023 Actual	Projected 2024 Actual	2024 Budget	Proposed 2025 Budget	Change (\$)	Change (%)
Planning						
Salaries & Benefits	40,641	43,941	46,540	49,930	3,390	7.3
Training & Development	851	490	2,440	1,000	(1,440)	(59.0)
Professional & Consultant Fees	19,758	20,313	21,020	23,780	2,760	13.1
Materials & Supplies	6,035	8,378	8,740	6,760	(1,980)	(22.7)
Insurance	414	428	430	410	(20)	(4.7)
Total Planning	67,699	73,550	79,170	81,880	2,710	3.4
Subdivision						
Professional & Consultant Fees	1,080	-	2,500	1,500	(1,000)	(40.0)
Materials & Supplies	1,044	-	100	-	(100)	(100.0)
Total Subdivision	2,124	-	2,600	1,500	(1,100)	(42.3)
Economic Development						
Professional & Consultant Fees	5,520	5,520	5,520	5,520	-	-
Materials & Supplies	8,104	8,500	9,500	9,000	(500)	(5.3)
Vehicle & Equipment	120	239	320	180	(140)	(43.8)
Utilities & Communications	1,316	1,485	1,060	1,060	-	-
Insurance	456	476	470	-	(470)	(100.0)
Grants	-	-	1,750	-	(1,750)	(100.0)
Total Economic Development	15,516	16,220	18,620	15,760	(2,860)	(15.4)
Total Planning and Development	85,339	89,770	100,390	99,140	(1,250)	(1.2)
Departmental Revenues	(35,128)	(52,755)	(28,650)	(26,500)	2,150	(7.5)
Net Operating Expenses	50,211	37,015	71,740	72,640	900	1.3
Debt and Capital Charges	-	750	750	-	(750)	(100.0)
Tax Levy Requirement	50,211	37,765	72,490	72,640	150	0.2

Recreation and Cultural Programs



Recreation and Cultural Programs

Quick Facts

Full Time Equivalent Positions:	1.0
Total Tax Levy Requirement:	\$315,060
Net Budget Change (\$):	\$15,180
Net Budget Change (%):	5.1%

Recreation and Cultural Programs

The Recreation and Cultural Programs department is comprised of three areas: Recreation Administration, Family and Community Support Services (FCSS), and the Public Library.

The recreation administration program is responsible for the oversight, operations and scheduling of all outdoor recreational areas, parks, and indoor recreational buildings such as the arena and community centre.

Family and Community Support Services (FCSS) is a partnership between the municipal and provincial

governments established to develop, support and fund preventive social programming to enhance the well-being of individuals, families, and communities. The program is municipally driven and governed by the Family and Community Support Services Act which emphasizes prevention, volunteerism, and local autonomy.

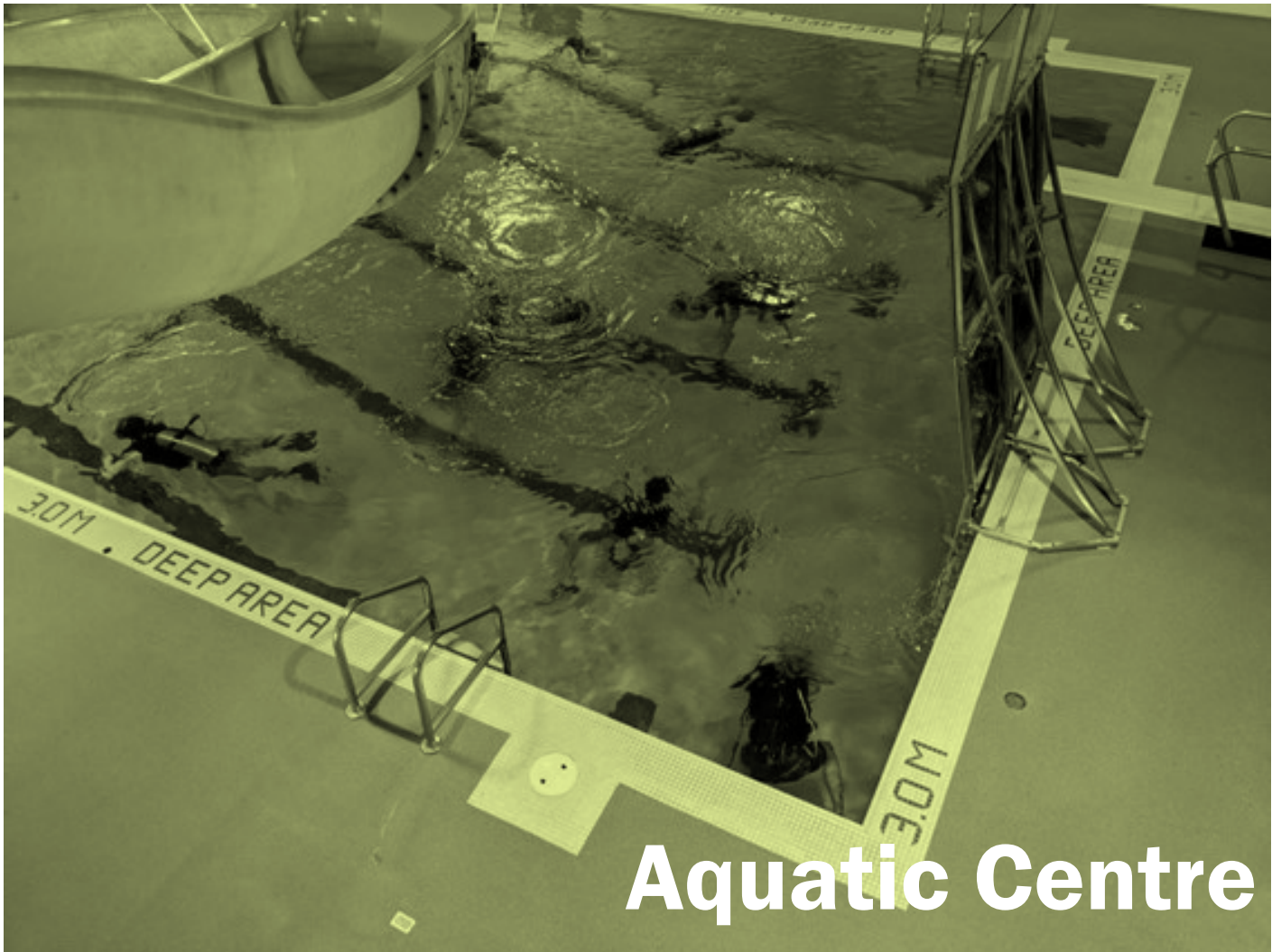
The Three Hills Library opened in August of 1949 and its mission is to create connections that inspire discovery, growth, and imagination by sharing ideas, resources, and experiences with the community it serves.

Recreation and Cultural Programs

Table 14

	2023 Actual	Projected 2024 Actual	2024 Budget	Proposed 2025 Budget	Change (\$)	Change (%)
Recreation Administration						
Salaries & Benefits	67,782	90,376	88,970	95,330	6,360	7.1
Training & Development	2,785	1,658	3,290	4,150	860	26.1
Materials & Supplies	7,384	1,870	2,190	3,420	1,230	56.2
Utilities & Communications	686	1,029	1,080	1,080	-	-
Total Recreation Administration	78,637	94,933	95,530	103,980	8,450	8.8
FCSS						
Grants	42,186	44,652	44,650	52,150	7,500	16.8
Total FCSS	42,186	44,652	44,650	52,150	7,500	16.8
Library						
Professional & Consultant Fees	1,528	718	830	3,530	2,700	325.3
Repairs & Maintenance	4,068	785	2,500	2,000	(500)	(20.0)
Utilities & Communications	13,975	13,558	13,020	13,230	210	1.6
Insurance	7,105	8,072	7,350	3,750	(3,600)	(49.0)
Grants	128,466	128,485	128,750	129,170	420	0.3
Total Library	155,142	151,618	152,450	151,680	(770)	(0.5)
Total Rec & Cultural Prog	275,965	291,203	292,630	307,810	15,180	5.2
Departmental Revenues	-	-	-	-	-	-
Net Operating Expenses	275,965	291,203	292,630	307,810	15,180	5.2
Debt and Capital Charges	5,000	7,250	7,250	7,250	-	-
Tax Levy Requirement	280,965	298,453	299,880	315,060	15,180	5.1

Aquatic Centre



Quick Facts

Full Time Equivalent Positions:	8.4
Total Tax Levy Requirement:	\$482,600
Net Budget Change (\$):	\$27,920
Net Budget Change (%):	8.7%

Aquatic Centre

The Aquatic Centre is one of the most popular facilities in Three Hills among visitors and residents alike. Over 50,000 visitors come to the pool on an annual basis.

This fabulous facility was built and opened to the public in June 1987. The pool has many attractions that cater to our wide range of visitors, from a waterslide for our more adventurous users to a steam room and hot tub for those who like to take it easy.

In addition to its physical features, the pool hosts a full range of programming options, from Aqua Aerobics to Senior/Adult classes.

A main mandate of the pool is to provide courses and classes to the community focused on water safety education, fitness and enjoyment in the water for all ages. The Pool offers annually:

- Standard First Aid
- Aqua Aerobics classes
- Red Cross Swimming Lessons
- Lifesaving Swimming Lessons
- Lifeguarding Course
- Bronze Medallion & Cross Courses



Other programs include lessons for all ages from 6 months old to 99+. Summer and after school lessons are offered to the Town residents and surrounding community. The pool has a significant and successful partnership with the local schools (in and out of Town) offering Red Cross School Swimming Lessons to help improve skills, fitness and prevent injury.

Aquatic Centre

Table 15

	2023 Actual	Projected 2024 Actual	2024 Budget	Proposed 2025 Budget	Change (\$)	Change (%)
Aquatic Centre						
Salaries & Benefits	419,739	461,652	435,130	453,490	18,360	4.2
Training & Development	1,149	1,756	2,000	4,280	2,280	114.0
Professional & Consultant Fees	12,931	16,132	16,250	15,840	(410)	(2.5)
Materials & Supplies	37,074	37,727	31,300	34,750	3,450	11.0
Repairs & Maintenance	10,837	7,300	16,250	13,950	(2,300)	(14.2)
Vehicle & Equipment	16,165	18,928	16,500	16,500	-	-
Utilities & Communications	153,362	136,169	152,120	153,090	970	0.6
Insurance	11,434	12,756	11,830	17,550	5,720	48.4
Bank & Other Charges	3,500	1,391	4,130	3,980	(150)	(3.6)
Total Aquatic Centre	666,191	693,811	685,510	713,430	27,920	4.1
Departmental Revenues	(268,501)	(280,581)	(266,540)	(275,300)	(8,760)	3.3
Net Operating Expenses	397,690	413,230	418,970	438,130	19,160	4.6
Debt and Capital Charges	50,000	25,120	25,120	44,470	19,350	77.0
Tax Levy Requirement	447,690	438,350	444,090	482,600	38,510	8.7

Centennial Arena



Quick Facts

Full Time Equivalent Positions:	2.0
Total Tax Levy Requirement:	\$560,360
Net Budget Change (\$):	\$4,270
Net Budget Change (%):	0.8%

Centennial Arena



The Three Hills Centennial Arena is a state-of-the-art recreational facility containing the following features:

- 200' x 85' ice surface
- multiple large meeting rooms for events
- commercial concession kitchen

- seating for over 660 spectators
- heating 1st and 2nd floor viewing mezzanines
- administration office
- new R513a Ice Plant

The Parks and Recreation Department along with the Recreation Administration Department are responsible for the operations, scheduling and upkeep of this recreational facility. Many tasks related to the upkeep of this building include:

- ice maintenance and resurfacing
- building maintenance
- janitorial duties
- building snow removal and outdoor landscape maintenance

The Centennial Place Arena is primarily utilized by ice users but the meeting rooms also host training courses, political events and local sports groups.

Centennial Arena

Table 16

	2023 Actual	Projected 2024 Actual	2024 Budget	Proposed 2025 Budget	Change (\$)	Change (%)
Arena						
Salaries & Benefits	154,672	178,348	181,630	194,140	12,510	6.9
Training & Development	368	-	130	400	270	207.7
Professional & Consultant Fees	33,720	29,108	28,300	31,980	3,680	13.0
Materials & Supplies	28,378	15,055	20,610	25,570	4,960	24.1
Repairs & Maintenance	28,516	32,162	57,700	35,250	(22,450)	(38.9)
Vehicle & Equipment	12,527	7,801	20,640	21,360	720	3.5
Utilities & Communications	201,705	185,479	188,700	191,370	2,670	1.4
Insurance	27,261	31,007	28,220	30,630	2,410	8.5
Bank & Other Charges	1,036	1,358	2,040	1,540	(500)	(24.5)
Total Arena	488,183	480,318	527,970	532,240	4,270	0.8
Departmental Revenues	(167,557)	(185,643)	(162,240)	(171,360)	(9,120)	5.6
Net Operating Expenses	320,626	294,675	365,730	360,880	(4,850)	(1.3)
Debt and Capital Charges	150,237	150,189	191,650	199,750	8,100	4.2
Tax Levy Requirement	470,863	444,864	557,380	560,630	3,250	0.6

Parks and Recreation Facilities



Quick Facts

Full Time Equivalent Positions:	3.1
Total Tax Levy Requirement:	\$453,220
Net Budget Change (\$):	\$52,560
Net Budget Change (%):	9.2%

Parks and Recreation Facilities

The Recreation and Community Facilities department is comprised of all Municipal Parks and Playgrounds, the Rob Naylor Splash Park, Three Hills Campground, and the Community Memorial Centre.

The Parks and Recreation Department along with the Recreation Administration department are responsible for the operations, scheduling and upkeep of 5 municipal playgrounds and over 30 acres of public green space. These departments are also responsible for the maintenance, janitorial and scheduling of the Community Memorial Centre.

The Community Memorial Centre features a large kitchen with commercial appliances, a main auditorium with sound system and stage, 2 large auxiliary rooms and 4 full bathrooms. The Community Centre is heavily utilized for local sports organizations, wedding receptions, family gatherings and corporate events.

The Rob Naylor Splash Park opened in 2011 and consists of a heated wading pool and numerous water features. The park was named after a beloved teacher and Councillor. His dream was to offer this type of facility to the residents of Three Hills. The Splash Park offers free family fun to the residents of the Town.

The Three Hills Campground currently has 47 sites, a camp concession which is available for rent, shower facilities, three ball diamonds and a new playground.

In 2024, we partnered with the Three Hills Elks and installed a new playground in place of the Kinsmen Park playground. The Elks led a significant team of volunteers who assisted with the playground installation.



Parks and Recreation Facilities

Parks and Recreation Facilities

Table 17

	2023 Actual	Projected 2024 Actual	2024 Budget	Proposed 2025 Budget	Change (\$)	Change (%)
Parks						
Salaries & Benefits	199,542	204,032	233,120	249,280	16,160	6.9
Training & Development	5,081	2,897	4,890	13,510	8,620	176.3
Professional & Consultant Fees	30,853	39,142	46,190	64,190	18,000	39.0
Materials & Supplies	18,406	14,077	23,180	24,800	1,620	7.0
Repairs & Maintenance	4,954	3,245	15,200	9,400	(5,800)	(38.2)
Vehicle & Equipment	21,821	18,093	23,380	28,310	4,930	21.1
Utilities & Communications	12,968	13,392	12,340	12,820	480	3.9
Insurance	4,374	6,601	4,530	7,260	2,730	60.3
Bank & Other Charges	656	1,955	1,300	2,500	1,200	92.3
Total Parks	298,655	303,434	364,130	412,070	47,940	13.2
Splash Park						
Professional & Consultant Fees	3,350	4,720	4,400	5,900	1,500	34.1
Materials & Supplies	2,110	3,024	1,800	2,800	1,000	55.6
Repairs & Maintenance	2,486	-	800	3,800	3,000	375.0
Vehicle & Equipment	97	5,639	3,000	3,300	300	10.0
Utilities & Communications	5,537	5,606	5,560	6,000	440	7.9
Insurance	1,623	1,769	1,680	890	(790)	(47.0)
Total Splash Park	15,203	20,758	17,240	22,690	5,450	31.6
Campground						
Professional & Consultant Fees	89,273	75,378	82,670	75,180	(7,490)	(9.1)
Materials & Supplies	1,345	2,253	4,050	3,350	(700)	(17.3)
Repairs & Maintenance	3,169	3,163	4,200	5,200	1,000	23.8
Utilities & Communications	46,052	34,799	43,650	48,930	5,280	12.1
Insurance	2,150	2,052	2,230	1,150	(1,080)	(48.4)
Bank & Other Charges	3,174	601	2,580	2,580	-	-
Total Campground	145,163	118,246	139,380	136,390	(2,990)	(2.1)
Community Centre						
Professional & Consultant Fees	3,173	2,870	1,710	2,200	490	28.7
Materials & Supplies	5,179	4,184	3,740	4,710	970	25.9
Repairs & Maintenance	6,581	3,686	6,000	4,000	(2,000)	(33.3)
Vehicle & Equipment	831	350	1,000	900	(100)	(10.0)
Utilities & Communications	27,880	28,191	29,270	29,340	70	0.2
Insurance	6,189	6,971	6,410	9,140	2,730	42.6
Bank & Other Charges	171	93	380	380	-	-
Grants	-	-	-	-	-	-
Remittances to Other Entities	-	-	-	-	-	-
Total Community Centre	50,004	46,345	48,510	50,670	2,160	4.5
Total Parks and Facilities	509,025	488,783	569,260	621,820	52,560	9.2
Departmental Revenues	(245,460)	(217,455)	(236,030)	(216,430)	19,600	(8.3)
Net Operating Expenses	263,565	271,328	333,230	405,390	72,160	21.7
Debt and Capital Charges	65,000	89,180	89,180	47,830	(41,350)	(46.4)
Tax Levy Requirement	328,565	360,508	422,410	453,220	30,810	7.3



Quick Facts

Full Time Equivalent Positions:	-
Total Tax Levy Requirement:	(\$5,087,700)
Net Budget Change (\$):	\$213,300
Net Budget Change (%):	20.6%

General Government

The General Government section of the operating budget is comprised of several elements which have not been identified within specific departments. Expenditures and revenues in this classification generally pertain to Town operations as a whole or the benefits are shared across the entire Town; examples include bank charges or legal fees.

General Government are financial items that support the general operations of the Town, with the focus

being on revenue collection, accounting for requisitions collected for other entities and internal fund transfers.

In addition to taxation revenue, revenues consist of interest charged on outstanding accounts, investment income, transfers from reserves or general contributions from other municipalities.

General Government

Table 18

	2023 Actual	Projected 2024 Actual	2024 Budget	Proposed 2025 Budget	Change (\$)	Change (%)
General Government						
Professional & Consultant Fees	72,879	105,551	76,510	95,620	19,110	25.0
Materials & Supplies	4,724	4,843	4,840	5,030	190	3.9
Bank & Other Charges	13,042	6,826	12,340	12,340		
Remittances to Other Entities	929,238	995,857	943,190	1,137,190	194,000	20.6
Total General Government	1,019,883	1,113,077	1,036,880	1,250,180	213,300	20.6
Revenues						
Tax Revenues	(3,522,956)	(3,650,983)	(3,676,520)	(4,016,370)	(339,850)	9.2
Requisitions Collected for Other Entities	(933,094)	(989,982)	(943,190)	(1,137,190)	(194,000)	20.6
Other Revenue	(1,744,659)	(1,979,780)	(1,608,940)	(1,604,280)	4,660	(0.3)
Total Revenues	(6,200,709)	(6,620,745)	(6,228,650)	(6,757,840)	(529,190)	8.5
Net Operating Expenses	(5,180,826)	(5,507,668)	(5,191,770)	(5,507,660)	(315,890)	6.1
Debt and Capital Charges	745,500	499,500	499,500	419,960	(79,540)	(15.9)
Tax Levy Requirement	(4,435,326)	(5,008,168)	(4,692,270)	(5,087,700)	(395,430)	8.4

Revenues

Revenues have been broken down into three categories; departmental revenues that can be allocated towards a specific department or activity (which reduces that department's Tax Levy Requirement), requisitions collected for other entities, and corporate revenues that are considered general in nature. The tables below show a breakdown of the different revenue types.

Departmental Revenues

Activity Revenues

Activity revenues are revenues that are a direct result of the operations of individual departments. Recreation programs and planning fees are examples of activity revenues.

Most activity revenues are budgeted using trend analysis mixed with anticipated usage or uptake and may be variable from year to year. Others, such as utility rates, are based on base and consumption fees set by the Town.

Grants

Grants are transfers from other levels of government or agencies, normally to cover shared or purchased services. Employment grants from federal and provincial agencies are also shown here.

Grants amounts are generally known during budgeting as they are negotiated amounts or based on prior year actuals.

Revenues from Own Sources

Includes revenues or transfers controlled by the Town and approved during the budget process.

Requisitions Collected for Other Entities

Funds collected for third-party organizations that can requisition property taxes on our residents, in this case for Kneehill Housing Corporation and for educational purposes.

Corporate Revenues

Taxation

Taxation represents the largest source of revenue for the General Fund, providing nearly 34% of the operating revenue.

Wild Rose Assessment Services is responsible for property assessments on behalf of the Town. This physical assessment of the entire Town takes place over five years, which is then broken down into a period of annual physical assessments. Each year, typically throughout the fall season, a property assessor comes and physically views 20% of the Town. Assessment rolls for the year are delivered in the spring to allow for tax billing purposes.

Allowances and contingencies for appeals and other changes to property values are estimated within the budget.

Other Revenues

Includes revenues generated by the Town through general operations and cannot be allocated to any one department or activity, such as interest on outstanding taxes.

These revenues are estimated using historical data with future projections and tend to be conservative in nature.

Revenues

Departmental Revenues

Table 19

	2023 Actual	Projected 2024 Actual	2024 Budget	Proposed 2025 Budget	Change (\$)	Change (%)
Activity Revenues						
Administration & Finance	(4,850)	(4,960)	(4,200)	(4,900)	(700)	16.7
Business Licences	(22,581)	(24,013)	(21,940)	(22,960)	(1,020)	4.6
Police Protection	(2,590)	(2,531)	(4,320)	(4,320)	-	-
Fire Protection	(35,026)	(56,909)	(17,000)	(45,000)	(28,000)	164.7
Bylaw Enforcement	(6,120)	(5,490)	(6,650)	(7,780)	(1,130)	17.0
Municipal Airport	(184,916)	(161,430)	(184,500)	(215,000)	(30,500)	16.5
Water Revenues	(2,066,179)	(2,037,950)	(2,077,570)	(2,202,750)	(125,180)	6.0
Insurance Proceeds - Water	(51,534)	-	(42,250)	(20,000)	22,250	(52.7)
Wastewater Services	(1,072,950)	(681,716)	(1,081,100)	(694,750)	386,350	(35.7)
Garbage Collection	(503,337)	(509,087)	(489,950)	(498,380)	(8,430)	1.7
Recycling Charges	(137,753)	(140,208)	(140,640)	(107,840)	32,800	(23.3)
Municipal Landfill	(165,409)	(163,925)	(160,510)	(151,500)	9,010	(5.6)
Cemetery Revenues	(19,791)	(18,875)	(19,630)	(19,980)	(350)	1.8
Planning Fees	(35,128)	(52,755)	(28,650)	(26,500)	2,150	(7.5)
Aquatic Centre	(224,402)	(238,581)	(224,540)	(233,300)	(8,760)	3.9
Centennial Arena	(125,557)	(143,643)	(120,240)	(129,360)	(9,120)	7.6
Campground Revenues	(176,299)	(148,562)	(173,700)	(151,000)	22,700	(13.1)
Recreation Revenues	(6,339)	(7,998)	(6,480)	(6,430)	50	(0.8)
Community Hall Rentals	(22,502)	(24,535)	(15,650)	(23,000)	(7,350)	47.0
Miscellaneous	(18,943)	(23,607)	(13,580)	(19,630)	(6,050)	44.6
Total Activity Revenues	(4,882,206)	(4,446,775)	(4,833,100)	(4,584,380)	248,720	(5.1)
Grants						
Federal Grants						
Employment	(6,300)	-	(6,300)	(2,500)	3,800	(60.3)
Provincial Grants						
MSI Operating	(221,000)	(221,000)	(221,000)	(221,000)	-	-
Program Related	-	(1,845)	-	-	-	-
Municipal Contributions						
Fire Protection	(52,000)	(52,000)	(52,000)	(52,000)	-	-
Municipal Airport	(25,000)	(25,000)	(25,000)	(25,000)	-	-
Recreation Programs	(122,099)	(120,000)	(120,000)	(120,000)	-	-
Total Grants	(426,399)	(419,845)	(424,300)	(420,500)	3,800	(0.9)
Revenues from Own Sources						
Sale of Assets	(111,000)	(218,683)	-	(65,000)	(65,000)	-
Transfer from Operating Reserve	(40,000)	(40,000)	(40,000)	-	40,000	(100.0)
Transfer from Capital Reserve	-	(245,890)	(345,010)	-	345,010	(100.0)
Total Revenues from Own Sources	(151,000)	(504,573)	(385,010)	(65,000)	320,010	(83.1)
Total Departmental Revenues	(5,459,605)	(5,371,193)	(5,642,410)	(5,069,880)	572,530	(10.1)

Revenues

Requisitions Collected for Other Entities

Table 20

	2023 Actual	Projected 2024 Actual	2024 Budget	Proposed 2025 Budget	Change (\$)	Change (%)
Requisitions Collected						
Educational Purposes	(919,194)	(940,922)	(929,150)	(1,086,250)	(157,100)	16.9
Seniors Housing	(13,900)	(49,060)	(14,040)	(50,940)	(36,900)	262.8
Total Requisitions Collected	(933,094)	(989,982)	(943,190)	(1,137,190)	(194,000)	20.6

Corporate Revenues

Table 21

	2023 Actual	Projected 2024 Actual	2024 Budget	Proposed 2025 Budget	Change (\$)	Change (%)
Taxation						
Residential Taxes	(2,683,953)	(2,758,459)	(2,812,620)	(3,064,740)	(252,120)	9.0
Commercial Taxes	(726,386)	(776,159)	(753,190)	(833,150)	(79,960)	10.6
Machinery & Equipment Taxes	(18,756)	(25,007)	(19,260)	(25,710)	(6,450)	33.5
Farmland Taxes	(4,519)	(4,725)	(4,600)	(3,980)	620	(13.5)
Taxes - Utilities	(71,619)	(71,613)	(73,660)	(69,920)	3,740	(5.1)
Grants in Lieu of Taxes	(18,146)	(15,454)	(13,610)	(19,300)	(5,690)	41.8
Total Taxation	(3,523,379)	(3,651,417)	(3,676,940)	(4,016,800)	(339,860)	9.2
Other Revenue						
Power & Gas Franchises	(449,964)	(538,692)	(527,160)	(511,630)	15,530	(2.9)
Rentals & Leases	(15,534)	(17,056)	(15,260)	(11,940)	3,320	(21.8)
Administration Fees	(291,350)	(315,700)	(315,700)	(315,700)	-	-
Interest on Overdue Accounts	(55,482)	(67,541)	(57,800)	(74,830)	(17,030)	29.5
Interest on Investments	(559,906)	(560,674)	(431,600)	(403,750)	27,850	(6.5)
Total Other Revenue	(1,372,236)	(1,499,663)	(1,347,520)	(1,317,850)	29,670	(2.2)

Appendices

Appendix I · Glossary

The annual budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the annual budget document in understanding these terms, a budget glossary has been included in the document.

ACCRUAL ACCOUNTING

The Town's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes revenues as they become available and measurable and expenditures as they are incurred and measurable as the result of receipt of goods or services and the creation of a legal obligation to pay.

ASSESSMENT

A value established by the Town's assessors for real property for use as a basis of levying property taxes for municipal purposes.

AUDIT

A comprehensive examination of the manner in which the Town's resources were actually utilized. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the Town's appropriations.

BALANCED BUDGET

A plan of financial operation where total revenues match total expenditures. The Town is required to approve a balanced budget annually.

BASE BUDGET

Budget resources that are required to maintain service at the level provided in the previous year's budget.

DEBT LIMIT

The amount of debt allowable by Municipal Affairs without requiring additional approval from the Minister. Per regulation, the debt limit is calculated at 1.5 times the Town's reported revenue.

DEBT SERVICE

Amount necessary for the payment of principal, interest, and related costs of the general long-term debt of the Town.

DEFICIT

The excess of an entity's liabilities over its assets (see Fund Balance). The excess of expenditures or expenses over revenues during a single accounting period.

FIXED ASSETS

Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FUND

An accounting entity with a self-balancing set of accounts containing its own assets, liabilities and fund balance. A fund is established for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

FUND BALANCE

The difference between revenues and expenditures. The beginning fund balance represents the residual funds brought forward from the previous year (ending balance).

GENERAL FUND

The general fund is the general accounting fund of the Town. It is used to account for all financial resources except those required to be accounted for in another fund.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)

Criteria used by auditors to determine if financial statements are fairly presented.

GRANTS IN LIEU OF TAXES (GILT)

A contribution by benefactors of Town services who are tax exempt, i.e. government agencies, and certain utilities, who chose or must pay a "tax equivalent amount".

INTERGOVERNMENTAL REVENUE

Revenue received from another government in the form of grants and shared revenues.

Appendices

INTERMUNICIPAL COLLABORATION FRAMEWORKS (ICF)

Municipalities are required to have collaboration frameworks that specify what and how services are funded and delivered.

INTERMUNICIPAL DEVELOPMENT PLAN (IDP)

A plan developed jointly by two or more neighbouring municipalities to manage decision-making for an area of land in close proximity to the shared boundary.

LIABILITY

Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed or refunded at some future date.

PUBLIC SECTOR ACCOUNTING BOARD (PSAB)

The subcommittee of the Canadian Institute of Chartered Accountants which provides recommendations and issues pronouncements to enhance the financial reporting information of public sector bodies.

RESERVE FUND BALANCE

For governmental funds and expendable trust funds, the portion of fund balance that is not available for appropriation because it is either legally restricted (e.g., encumbrances) or not spendable (e.g., long-term receivables).

RETAINED EARNINGS

Net income and losses of all prior periods adjusted for transfers and amounts of depreciation charged to contributed capital.

TAX LEVY REQUIREMENT (TLR)

This represents the total gross expenditures required with consideration given to non-taxation revenues including all non-taxation revenue sources. The gross expenditure minus the non-tax revenue sources represents the impact on the tax rate. If the impact results in a positive number, additional pressures would result on the tax rate; conversely, a negative number shows the initiative has a positive impact on the tax rate.

TAX RATE

The rate levied on each real property according to assessed property value and property class. In Alberta, the amount is levied for each \$1,000 of valuation.

UNIFORM ASSESSMENT

The total of the taxable property assessment plus the value of grants it receives from special property tax arrangements. One measure of a municipality's financial health is its own-source revenue base as represented by the total uniform assessment.

WATER & WASTEWATER FUND

The water & wastewater fund tracks water and wastewater revenues and expenses; this is done within the general fund but is segregated with its own discreet accounts. As industrial and institutional users are significant users and funders of the system, expenses of the fund are kept separate of the general fund for billing purposes.

Appendices

Appendix II · Proposed Staffing

Proposed staffing is expressed in terms of full-time equivalents (FTE's). One FTE is equal to 1,950 or 2,080 hours per year, depending on position. FTE's may consist of full-time, part-time, temporary, seasonal and casual positions.

There are no proposed changes to staffing levels for 2025.

Proposed Staffing Complement

Table 36

	Proposed FTE 2025	Approved FTE 2024
Administration	6.9	6.9
Fire Protection	0.5	0.5
Bylaw and Disaster Services	0.5	0.5
Public Works	5.8	5.8
Water and Sewer	6.5	6.5
Waste Management	1.2	1.2
Planning	0.7	0.7
Recreation Administration	1.0	1.0
Pool	8.4	8.4
Arena	2.0	2.0
Parks	3.1	3.1
Total	36.6	36.6

Appendices

Appendix III · Three Year Operating Budget

In addition to the 2025 budget, the Town forecasts a full three-year operating budget.

The three-year budget forecast is for presentation and planning purposes and includes known or reasonably anticipated revenue and expenditure items – for example, costs for major or scheduled repairs on infrastructure are included in the forecast. By preparing a three-year budget forecast, Council and staff can plan and prepare for upcoming expenditures, identify revenue gaps and fully comprehend the impacts of current decisions on future years.

Generally, revenue and expenditure types are projected into future years by increasing by a fixed percent. Examples of these amounts are:

Revenues

- Sale of Town services – 0.0% to 3.0%
- Facility revenues (pool, arena, museum) – 0.5% to 2.5%

Expenses

- Salaries – 2.5% to 3.5% – this includes potential future wage settlements and increases in actual staffing levels. Benefits are also pressuring increases here.
- Contracted or consulting services – 4.0% to 7.0%
- Training and development – 0.0% to 5.0%
- Vehicle costs – 2.0% to 5.0%
- Insurance – 8.0% to 10.2%
- Materials, equipment and supplies – 2.8% to 5.5%
- Contributions to reserves – start at 6.0%
- Building costs – 2.0% to 4.0%

Basis of Forecasting

The three-year budget forecast is prepared by projecting all accounts based on reasonably assumed percentage increases. Staff then review and make adjustments for known costs or other changes to these percentage increases.

It is important to note that these are forecasts only and are used for planning purposes. Council approves its single-year budget, including gross expenditures and tax requisition amounts, annually and is not bound by these projections.

The tables in this section are grouped by functions – i.e. Protective Services includes police, fire and bylaw enforcement while Recreation and Cultural Programs includes recreation administration, FCSS and library services.

Appendices

Summary by Department – Three-Year Operating Budget Forecast

Table 22

	2024 Projected Actual	Proposed 2025	2026 Forecast	Change (\$)	Change (%)	2027 Forecast	Change (\$)	Change (%)
Legislative Services	252,871	276,570	284,700	8,130	2.9	291,530	6,830	2.3
Administrative Services	845,374	1,022,760	1,047,180	24,420	2.4	1,082,280	35,100	3.2
Protective Services	649,326	479,900	486,700	6,800	1.4	502,290	15,590	3.1
Works and Infrastructure	1,273,316	1,282,560	1,302,250	19,690	1.5	1,349,610	47,360	3.5
Water and Wastewater	1,742,142	1,862,280	1,885,570	23,290	1.3	1,962,160	76,590	3.9
Waste Management	540,092	634,670	745,890	111,220	17.5	809,870	63,980	7.9
Planning and Development	89,770	99,140	104,520	5,380	5.4	105,220	700	0.7
Recreation and Cultural Programs	291,203	307,810	301,140	(6,670)	(2.2)	308,950	7,810	2.5
Recreation Facilities	1,662,912	1,867,490	1,874,580	7,090	0.4	1,911,430	36,850	1.9
Corporate Expenses	1,113,077	1,250,180	1,278,790	28,610	2.3	1,318,780	39,990	3.0
Operating Expenses	8,460,083	9,083,360	9,311,320	227,960	2.5	9,642,120	330,800	3.4
Debt and Capital Charges	2,800,323	2,629,000	2,765,860	136,860	5.2	2,921,350	155,490	5.3
Total Expenses	11,260,406	11,712,360	12,077,180	364,820	3.1	12,563,470	486,290	3.9
Departmental Revenues	(6,631,170)	(6,367,360)	(6,229,800)	137,560	(2.2)	(6,456,520)	(226,720)	3.5
Remittances Collected	(995,857)	(1,137,190)	(1,172,440)	(35,250)	3.1	(1,207,610)	(35,170)	2.9
Net Operating Expenses	3,633,379	4,207,810	4,674,940	467,130	11.1	4,899,340	224,400	4.6
Tax Revenue	(3,651,417)	(3,676,940)	(3,616,180)	60,760	(1.7)	(3,788,910)	(172,730)	4.6
General (Surplus)/Deficit	(18,038)							

Appendices

Summary by Component – Three-Year Operating Budget Forecast

Table 23

	2024 Projected Actual	Proposed 2025	2026 Forecast	Change (\$)	Change (%)	2027 Forecast	Change (\$)	Change (%)
Salaries & Benefits	3,013,277	3,397,890	3,520,300	122,410	3.6	3,616,860	96,560	2.7
Training & Development	44,377	92,820	103,830	11,010	11.9	107,710	3,880	3.6
Professional & Consultant Fees	1,483,188	1,505,900	1,557,290	51,390	3.4	1,650,970	93,680	5.7
Materials & Supplies	746,618	832,080	839,120	7,040	0.8	872,960	33,840	3.9
Repairs & Maintenance	230,264	300,170	294,260	(5,910)	(2.0)	305,360	11,100	3.6
Vehicle & Equipment	249,365	268,650	284,080	15,430	5.7	298,360	14,280	4.8
Utilities & Communications	994,707	1,068,760	1,044,910	(23,850)	(2.2)	1,065,750	20,840	2.0
Insurance	170,635	212,250	234,100	21,850	10.3	249,060	14,960	6.0
Bank & Other Charges	28,658	42,740	44,240	1,500	3.5	46,570	2,330	5.0
Grants	503,137	224,910	216,750	(8,160)	(3.6)	220,910	4,160	1.9
Remittances to Other Entities	995,857	1,137,190	1,172,440	35,250	3.1	1,207,610	35,170	2.9
Total	8,460,083	9,083,360	9,311,320	227,960	2.5	9,642,120	330,800	3.4
Departmental Revenues	(6,631,170)	(6,367,360)	(6,229,800)	137,560	(2.2)	(6,456,520)	(226,720)	3.5
Remittances Collected	(995,857)	(1,137,190)	(1,172,440)	(35,250)	3.1	(1,207,610)	(35,170)	2.9
Net Operating Expenses	833,056	1,578,810	1,909,080	330,270	20.9	1,977,990	68,910	3.5
Debt and Capital Charges	2,800,323	2,629,000	2,765,860	136,860	5.2	2,921,350	155,490	5.3
Tax Levy Requirement		4,039,080	3,616,180	(422,900)	(10.5)	3,788,910	172,730	4.6

Legislative Services – Three-Year Operating Budget Forecast

Table 24

	2024 Actual Projected	Proposed 2025	2026 Forecast	Change (\$)	Change (%)	2027 Forecast	Change (\$)	Change (%)
Salaries & Benefits	117,547	128,980	133,170	4,190	3.2	135,970	2,800	2.1
Training & Development	12,638	22,380	23,970	1,590	7.1	24,690	720	2.9
Materials & Supplies	38,201	72,640	74,670	2,030	2.8	77,660	2,990	3.9
Utilities & Communications	-	3,600	3,600	-	-	3,600	-	-
Insurance	375	380	410	30	7.9	430	20	4.7
Grants	84,110	43,590	43,590	-	-	43,590	-	-
Total	252,871	276,570	284,700	8,130	2.9	291,530	6,830	2.3
Departmental Revenues	-	-	-	-	-	-	-	-
Net Operating Expenses	252,871	276,570	284,700	8,130	2.9	291,530	6,830	2.3
Debt and Capital Charges	-	-	-	-	-	-	-	-
Tax Levy Requirement	252,871	276,570	284,700	8,130	2.9	291,530	6,830	2.3

Appendices

Administrative Services – Three-Year Operating Budget Forecast

Table 25

	2024 Actual Projected	Proposed 2025	2026 Forecast	Change (\$)	Change (%)	2027 Forecast	Change (\$)	Change (%)
Salaries & Benefits	517,344	717,270	739,510	22,240	3.1	763,910	24,400	3.2
Training & Development	16,185	25,900	29,030	3,130	12.1	30,390	1,360	4.5
Professional & Consultant Fees	155,195	111,580	99,530	(12,050)	(10.8)	104,510	4,980	4.8
Materials & Supplies	92,236	93,040	108,020	14,980	16.1	110,610	2,590	2.3
Repairs & Maintenance	6,780	5,000	5,100	100	2.0	5,500	400	7.3
Vehicle & Equipment	4,044	4,950	1,290	(3,660)	(73.9)	1,430	140	9.8
Utilities & Communications	37,362	44,990	43,190	(1,800)	(4.0)	43,750	560	1.3
Insurance	14,723	15,710	17,190	1,480	9.4	17,770	580	3.3
Bank & Other Charges	1,505	4,320	4,320	-	-	4,410	90	2.0
Total	845,374	1,022,760	1,047,180	24,420	2.4	1,082,280	35,100	3.2
Departmental Revenues	(48,512)	(42,940)	(43,840)	(900)	2.1	(45,160)	(1,320)	2.9
Net Operating Expenses	796,862	979,820	1,003,340	23,520	2.4	1,037,120	33,780	3.3
Debt and Capital Charges	29,110	31,310	33,190	1,880	6.0	35,510	2,320	6.5
Tax Levy Requirement	825,972	1,011,130	1,036,530	25,400	2.5	1,072,630	36,100	3.4

Protective Services – Three-Year Operating Budget Forecast

Table 26

	2024 Projected Actual	Proposed 2025	2026 Forecast	Change (\$)	Change (%)	2027 Forecast	Change (\$)	Change (%)
Salaries & Benefits	132,650	141,700	147,650	5,950	4.2	152,670	5,020	3.3
Training & Development	907	8,300	9,210	910	11.0	8,840	(370)	(4.2)
Professional & Consultant Fees	199,531	243,510	237,670	(5,840)	(2.4)	245,040	7,370	3.0
Materials & Supplies	18,651	21,190	24,830	3,640	17.2	26,170	1,340	5.1
Repairs & Maintenance	4,942	7,000	7,290	290	4.1	7,140	(150)	(2.1)
Vehicle & Equipment	6,415	10,130	11,460	1,330	13.1	12,380	920	7.4
Utilities & Communications	27,790	29,790	28,870	(920)	(3.1)	29,270	400	1.4
Insurance	12,550	18,280	19,720	1,440	7.9	20,780	1,060	5.1
Grants	245,890	-	-	-	-	-	-	-
Total	649,326	479,900	486,700	6,800	1.4	502,290	15,590	3.1
Departmental Revenues	(364,665)	(109,100)	215,450	324,550	(297.5)	225,580	10,130	4.5
Net Operating Expenses	284,661	370,800	702,150	331,350	89.4	727,870	25,720	3.5
Debt and Capital Charges	73,240	18,930	19,880	950	5.0	21,170	1,290	6.1
Tax Levy Requirement	357,901	389,730	722,030	332,300	85.3	749,040	27,010	3.6

Appendices

Works and Infrastructure – Three-Year Operating Budget Forecast

Table 27

	2024 Actual Projected	Proposed 2025	2026 Forecast	Change (\$)	Change (%)	2027 Forecast	Change (\$)	Change (%)
Salaries & Benefits	498,812	492,510	503,350	10,840	2.2	517,950	14,600	2.8
Training & Development	1,151	1,940	2,720	780	40.2	3,060	340	11.1
Professional & Consultant Fees	66,747	81,170	85,150	3,980	4.9	90,000	4,850	5.4
Materials & Supplies	243,436	223,260	216,340	(6,920)	(3.1)	226,510	10,170	4.5
Repairs & Maintenance	69,226	97,270	99,900	2,630	2.7	101,900	2,000	2.0
Vehicle & Equipment	138,331	123,480	132,490	9,010	7.3	137,790	5,300	3.8
Utilities & Communications	229,213	231,690	229,370	(2,320)	(1.0)	238,090	8,720	3.7
Insurance	18,070	24,840	26,530	1,690	6.8	27,140	610	2.2
Bank & Other Charges	8,330	6,400	6,400	-	-	7,170	770	10.7
Departmental Revenues	(209,373)	(267,030)	(288,660)	(21,630)	8.1	(300,210)	(11,550)	3.8
Net Operating Expenses	1,063,943	1,015,530	1,013,590	(1,940)	(0.2)	1,049,400	35,810	3.4
Debt and Capital Charges	298,290	409,110	441,020	31,910	7.8	480,710	39,690	8.3
Tax Levy Requirement	1,362,233	1,424,640	1,454,610	29,970	2.1	1,530,110	75,500	4.9

Water and Wastewater – Three-Year Operating Budget Forecast

Table 28

	2024 Actual Projected	2025 Proposed	2026 Forecast	Change (\$)	Change (%)	2027 Forecast	Change (\$)	Change (%)
Salaries & Benefits	582,497	682,350	741,710	59,360	8.7	766,930	25,220	3.3
Training & Development	6,151	9,860	11,240	1,380	14.0	11,540	300	2.6
Professional & Consultant Fees	479,368	365,740	324,050	(41,690)	(11.4)	339,930	15,880	4.7
Materials & Supplies	223,174	284,470	278,780	(5,690)	(2.0)	292,440	13,660	4.7
Repairs & Maintenance	94,623	106,800	112,250	5,450	5.1	116,740	4,490	3.8
Vehicle & Equipment	32,381	35,560	36,590	1,030	2.9	39,190	2,600	6.6
Utilities & Communications	267,617	288,530	278,720	(9,810)	(3.4)	282,620	3,900	1.4
Insurance	49,953	80,870	94,130	13,260	16.4	104,670	10,540	10.1
Bank & Other Charges	6,378	8,100	8,100	-	-	8,100	-	-
Grants	-	-	-	-	-	-	-	-
Remittances to Other Entities	-	-	-	-	-	-	-	-
Total Water and Wastewater	1,742,142	1,862,280	1,885,570	23,290	1.3	1,962,160	76,590	3.9
Departmental Revenues	(2,719,666)	(2,917,500)	(3,012,740)	(95,240)	3.3	(3,161,920)	(149,180)	4.7
Net Operating Expenses	(977,524)	(1,055,220)	(1,127,170)	(71,950)	6.8	(1,199,760)	(72,590)	6.1
Debt and Capital Charges	1,467,416	1,329,670	1,409,450	79,780	6.0	1,494,020	84,570	5.7
Tax Levy Requirement	489,892	274,450	282,280	7,830	2.9	294,260	11,980	4.1

Appendices

Waste Management – Three-Year Operating Budget Forecast

Table 29

	2024 Actual Projected	Proposed 2025	2026 Forecast	Change (\$)	Change (%)	2027 Forecast	Change (\$)	Change (%)
Salaries & Benefits	186,078	192,910	197,540	4,630	2.4	201,290	3,750	1.9
Training & Development	544	1,100	1,600	500	45.5	1,850	250	13.5
Professional & Consultant Fees	282,895	373,660	475,300	101,640	27.2	529,960	54,660	10.3
Materials & Supplies	31,009	17,290	16,650	(640)	(3.7)	16,980	330	1.9
Repairs & Maintenance	4,352	10,500	10,500	-	-	11,260	760	6.7
Vehicle & Equipment	17,144	23,980	27,910	3,930	16.4	31,820	3,910	12.3
Utilities & Communications	13,017	13,240	14,310	1,070	8.1	14,600	290	2.0
Insurance	4,832	1,390	1,480	90	6.5	1,510	30	2.0
Bank & Other Charges	278	600	600	-	-	600	-	-
Total Waste Management	540,149	634,670	745,890	111,220	17.5	809,870	63,980	7.9
Departmental Revenues	(813,220)	(757,720)	(791,590)	(33,870)	4.5	(847,790)	(56,200)	6.6
Net Operating Expenses	(273,071)	(123,050)	(45,700)	77,350	(62.9)	(37,920)	7,780	(20.5)
Debt and Capital Charges	119,810	120,720	127,960	7,240	6.0	136,920	8,960	6.5
Tax Levy Requirement	(153,261)	(2,330)	82,260	84,590	(3,630.5)	99,000	16,740	16.9

Planning and Development – Three-Year Operating Budget Forecast

Table 30

	2024 Actual Projected	Proposed 2025	2026 Forecast	Change (\$)	Change (%)	2027 Forecast	Change (\$)	Change (%)
Salaries & Benefits	43,941	49,930	51,430	1,500	3.0	52,560	1,130	2.1
Training & Development	490	1,000	1,410	410	41.0	1,650	240	14.5
Professional & Consultant Fees	25,833	30,800	34,250	3,450	11.2	33,220	(1,030)	(3.1)
Materials & Supplies	16,878	15,760	15,760	-	-	16,110	350	2.2
Vehicle & Equipment	239	180	180	-	-	180	-	-
Utilities & Communications	1,485	1,060	1,040	(20)	(1.9)	1,030	(10)	(1.0)
Insurance	904	410	450	40	9.8	470	20	4.3
Total Planning and Development	89,770	99,140	104,520	5,380	5.4	105,220	700	0.7
Departmental Revenues	(52,755)	(26,500)	(28,380)	(1,880)	7.1	(29,230)	(850)	2.9
Net Operating Expenses	37,015	72,640	76,140	3,500	4.8	75,990	(150)	(0.2)
Debt and Capital Charges	750	-	-	-	-	-	-	-
Tax Levy Requirement	37,765	72,640	76,140	3,500	4.8	75,990	(150)	(0.2)

Appendices

Recreation and Cultural Programs – Three-Year Operating Budget Forecast

Table 31

	2024 Projected Actual	Proposed 2025	2026 Forecast	Change (\$)	Change (%)	2027 Forecast	Change (\$)	Change (%)
Salaries & Benefits	90,376	95,330	96,660	1,330	1.4	99,270	2,610	2.6
Training & Development	1,658	4,150	3,520	(630)	(15.2)	3,620	100	2.8
Professional & Consultant Fees	718	3,530	3,700	170	4.8	3,700	-	-
Materials & Supplies	1,870	3,420	4,080	660	19.3	4,530	450	9.9
Repairs & Maintenance	785	2,000	2,000	-	-	2,130	130	6.1
Vehicle & Equipment	-	-	-	-	-	-	-	-
Utilities & Communications	14,587	14,310	14,020	(290)	(2.0)	14,160	140	1.0
Insurance	8,072	3,750	4,000	250	6.7	4,220	220	5.2
Bank & Other Charges	-	-	-	-	-	-	-	-
Grants	173,137	181,320	173,160	(8,160)	(4.5)	177,320	4,160	2.3
Remittances to Other Entities	-	-	-	-	-	-	-	-
Total Rec & Cultural Prog	291,203	307,810	301,140	(6,670)	(2.2)	308,950	7,810	2.5
Departmental Revenues	-	-	-	-	-	-	-	-
Net Operating Expenses	291,203	307,810	301,140	(6,670)	(2.2)	308,950	7,810	2.5
Debt and Capital Charges	7,250	7,250	7,690	440	6.1	8,230	540	6.6
Tax Levy Requirement	298,453	315,060	308,830	(6,230)	(2.0)	317,180	8,350	2.6

Parks and Facilities – Three-Year Operating Budget Forecast

Table 32

	2024 Projected Actual	2025 Proposed	2026 Forecast	Change (\$)	Change (%)	2027 Forecast	Change (\$)	Change (%)
Salaries & Benefits	844,032	896,910	909,280	12,370	1.4	926,310	17,030	1.8
Training & Development	4,653	18,190	21,130	2,940	16.2	22,070	940	4.3
Professional & Consultant Fees	167,350	195,290	204,380	9,090	4.7	207,000	2,620	1.3
Materials & Supplies	76,320	95,980	93,950	(2,030)	(2.1)	95,670	1,720	1.8
Repairs & Maintenance	49,556	71,600	57,220	(14,380)	(20.1)	60,690	3,470	5.7
Vehicle & Equipment	50,811	70,370	74,160	3,790	5.4	75,570	1,410	1.9
Utilities & Communications	403,636	441,550	431,790	(9,760)	(2.2)	438,630	6,840	1.6
Insurance	61,156	66,620	70,190	3,570	5.4	72,070	1,880	2.6
Bank & Other Charges	5,398	10,980	12,480	1,500	13.7	13,420	940	7.0
Total Parks and Facilities	1,662,912	1,867,490	1,874,580	7,090	0.4	1,911,430	36,850	1.9
Departmental Revenues	(683,679)	(663,090)	(696,560)	(33,470)	5.0	(714,310)	(17,750)	2.5
Net Operating Expenses	979,233	1,204,400	1,178,020	(26,380)	(2.2)	1,197,120	19,100	1.6
Debt and Capital Charges	304,957	292,050	306,710	14,660	5.0	324,830	18,120	5.6
Tax Levy Requirement	1,284,190	1,496,450	1,484,730	(11,720)	(0.8)	1,521,950	37,220	2.4

Appendices

Corporate Expenses – Three-Year Operating Budget Forecast

Table 33

	2024 Actual Projected	Proposed 2025	2026 Forecast	Change (\$)	Change (%)	2027 Forecast	Change (\$)	Change (%)
Professional & Consultant Fees	105,551	95,620	87,970	(7,650)	(8.0)	92,020	4,050	4.4
Materials & Supplies	4,843	5,030	6,040	1,010	20.1	6,280	240	3.8
Bank & Other Charges	6,826	12,340	12,340	-	-	12,870	530	4.1
Remittances to Other Entities	995,857	1,137,190	1,172,440	35,250	3.1	1,207,610	35,170	2.9
Total General Government	1,113,077	1,250,180	1,278,790	28,610	2.3	1,318,780	39,990	3.0
Departmental Revenues	(6,620,745)	(6,757,840)	(6,757,840)	-	-	(6,757,840)	-	-
Net Operating Expenses	(5,507,668)	(5,507,660)	(5,479,050)	28,610	(0.5)	(5,439,060)	39,990	(0.7)
Debt and Capital Charges	499,500	419,960	419,960	-	-	419,960	-	-
Tax Levy Requirement	(5,008,168)	(5,087,700)	(5,059,090)	28,610	(0.6)	(5,019,100)	39,990	(0.8)



Town of Three Hills
232 Main Street
PO Box 610
Three Hills, AB
T0M 2A0

p (403) 443-5822