



2024

Proposed Operating Budget  
and Five Year Capital  
Improvement Plan

Town of Three Hills



## **Town of Three Hills**

Proposed 2024 Operating Budget and Five Year Capital Plan



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Three Hills  
Alberta**

For the Fiscal Year Beginning

**January 01, 2023**

*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, 2023**. 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 a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

# Contents

	Page
<b>Introduction</b>	
Guide to the Budget Document	5
Budget Message	6
Town Profile	10
Governance	11
Organizational Chart	12
Committee of Council	13
Strategic Plan	15
<b>Budget Guidelines</b>	
Budget Guidelines	18
Basis of Budgeting	18
Budget Review Process	20
Fund Accounting	20
Funds	21
Fiscal Guidelines	22
Fiscal and Accounting Policies	23
Budget Schedule	26
Budget Calendar	26
<b>Budget Overview</b>	
Sources and Uses of Funds	27
Consolidated Budget Summary	29
Assessments	30
Water and Wastewater Rates	33
Waste Management Rates	33
Grants and Funding to Other Organizations	34
Service Level Initiatives	35
Explanation of Service Level Initiatives	35
Expenditures by Department	37
Net Expenditures by Department	38
Description of Revenues and Expenditures	39
<b>Departmental Budgets</b>	
Legislative Services	41
Administrative Services	43
Protective Services	45
Works and Infrastructure	48
Water and Wastewater	51
Waste Management	54
Planning and Development	57
Recreation and Cultural Programs	60
Aquatic Centre	62
Centennial Arena	64
Parks and Recreation Facilities	66
General Government	69
Revenues	71
Reserves and Reserve Funds	74
<b>Capital Budget</b>	
Capital Improvement Planning	80
Capital Improvement Planning Funding	81
Long Term Debt	82
Proposed 2024 Capital Budget	83
Proposed 2025-28 Capital Improvement Plans	98
Five Year Funding Forecast	102
Proposed Capital Improvement Plan by Year	104

	Page
<b>Appendices</b>	
Glossary	105
Abbreviations	109
Proposed Staffing	111
Proposed Three Year Operating Budget	112

Prepared by the  
 Finance Department  
 232 Main Street  
 PO Box 610  
 Three Hills, AB T0M 2A0  
**p** (403) 443-5822  
**f** (403) 443-2616

For more information contact:

Greg Towne, Director of Finance  
 at the above address,  
[finance@threehills.ca](mailto:finance@threehills.ca) or (403) 443-5822

# 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 about 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 2024 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 2024 operating budget by department. For comparison, the 2023 approved budget, 2023 projected actuals and 2022 actual amounts are presented alongside the 2024 figures.

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

Following the departmental summaries is information on the Towns revenues and reserves.

### Capital Budget

This section discusses the capital improvement plan and details the proposed capital outlay and projects that are included in this budget. There is also information and forecasts on the town's long-term debt and funding sources for the capital program.

### Appendices

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

# Budget Message

## Budget Message

October 23, 2023

Honourable Mayor, members of Town Council and citizens of the Town of Three Hills.

It is with pleasure that I submit to you the proposed operating budget and capital improvement plan for fiscal year 2024.

The 2024 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. Incorporating feedback from our 2023 GFOA budget submission, the current budget book includes informational and formatting improvements from prior years.

The proposed 2024 budget primarily focuses on providing services at the level expected by Council and public while planning for the future by increasing funding for capital projects.

### Revenues

There is some good news regarding Town revenues with increases in MSI operating funding from the province, recreational (campground and pool) services, water sales and Town investments. While assessment growth has moderated, these other increases will help minimize tax rate changes to pay for Town expenses. More information on Town revenues can be found starting on page 71.

### Expenses

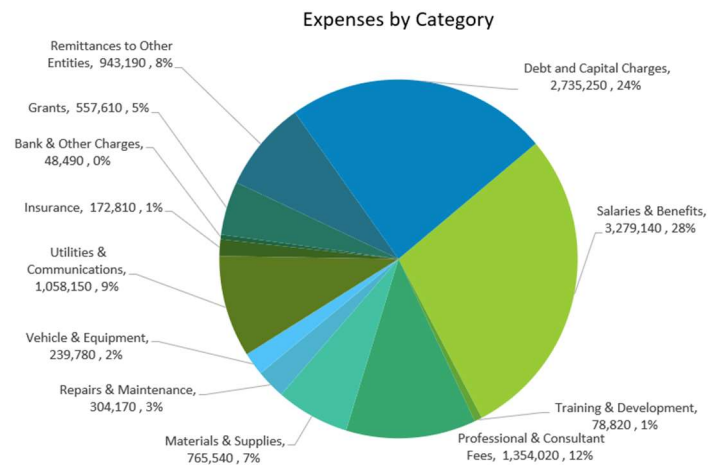
Inflationary pressures continue to impact the Town's budget as the cost for goods and services continue to increase greater than our revenues. Fortunately increases for policing services ends in 2024 and the Town has stabilized some utility costs over the next half decade; these are offset by typical increases in employee compensation, professional services and the purchase of goods. Categorized expenses are found within the departmental budgets, starting on page 41.

Staff are also proposing aggressive increases in capital funding to address short-and-long term infrastructure replacements.

### Summary

Overall the proposed budget contains operating increases of \$573,920 or 7.0% - however this includes \$330,010 in operating funding for regional fire apparatus and is paid for by Town reserves; removing this figure reduces the increase to \$243,910 or 3.0% 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.

Expenses by cost component are shown below.



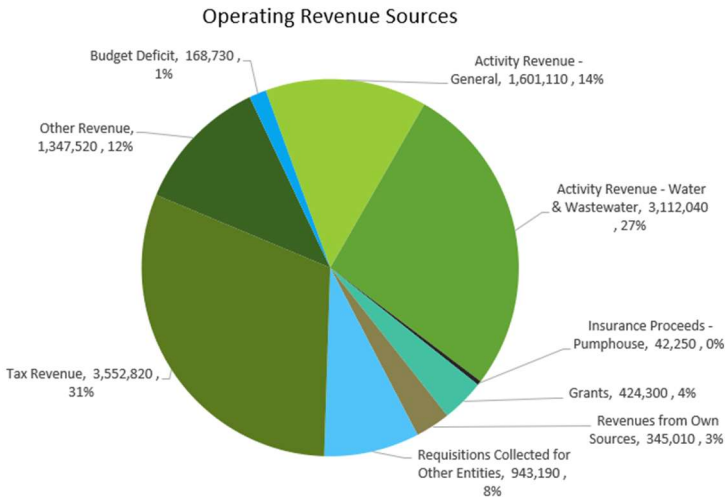
Within the proposed budget, service levels are being maintained, and a few new spending initiatives are being presented:

- additional \$7,200 for grants to organizations,
- \$6,900 towards the Domestic Utility Relief Program,
- a \$40,450 allowance in anticipation of costs changes for garbage and recycle pickup,
- \$15,000 for flooring improvements in the Zamboni room,
- \$100,000 in funding to perform additional capital project work, and
- \$90,000 in funding to perform additional water and sewer project work.

# Budget Message

Proposed revenue increases on existing activities, services and new initiatives total \$624,520 or 5.8% over the prior year. The difference between the changes in expenses and revenues is the current budget shortfall of \$168,730.

A summary of proposed revenues are shown below.



Details on the budget summary can be found on Table 1 on page 29, and water rate information can be found on pages 33 and 51 to 53.

## What this Means

The budget deficit of \$168,730 can be separated into the two Town funds:

- General Fund - \$119,320
- Water Fund - \$49,410

## General Fund

The proposed **base** budget – the amounts needed to maintain existing services – results in a budget surplus of \$43,330.

In addition, staff are proposing budget increases of \$162,650 for service level and capital funding initiatives. If approved, this would result in tax revenue increases of \$119,320 or 3.35%, lower than the 3.7% consumer price index (CPI) inflation reported for Alberta in September 2023. During deliberations staff will present revenue alternatives to reduce our reliance on tax rate increases. More information on proposed service level initiatives can be found on page 35.

Decision Package	Tax Revenue Impact (\$)	Tax Revenue Impact (%)
Base Budget	(43,330)	(1.22%)
<i>Service Level Requests</i>		
Grants to Groups increase	7,200	0.20%
Waste/recycle rate allowance	40,450	1.14%
Zamboni room flooring	15,000	0.42%
Capital funding	100,000	2.81%
<b>Total</b>	<b>119,320</b>	<b>3.35%</b>

## Water Fund

The water fund shows a **base** budget surplus of \$47,490.

Staff are proposing program and capital funding initiatives totalling \$96,900 that, if approved, would result in utility rate increases of approximately 2.31%.

Decision Package	Tax Revenue Impact (\$)	Tax Revenue Impact (%)
Base Budget	(47,490)	(2.22%)
<i>Service Level Requests</i>		
Utility Relief program	6,900	0.32%
Capital funding	90,000	4.21%
<b>Total</b>	<b>49,410</b>	<b>2.31%</b>

# Budget Message

## Capital Budget

The 2024 Capital Program includes 12 new projects totalling \$1.19 million. A summary listing of the projects can be found in the table below:

Project	Proposed Budget
<b>Administration</b>	
Hardware Replenishment	17,500
<b>Total Administration</b>	<b>17,500</b>
<b>Transportation &amp; Infrastructure</b>	
Asphalt Maint. & Resurfacing Program	325,000
Fleet Vehicles	60,000
Decorative Lighting	31,000
<b>Total Transportation &amp; Infrastructure</b>	<b>191,000</b>
<b>Recreation and Facilities</b>	
Arena - Hot Water Tank Replacement	18,000
Arena - Dehumidifier Replacement	100,000
Arena - Roof Repairs	260,000
Pool - Changeroom Furnace	55,000
Parks Fleet Vehicles	60,000
Mower Replacement Program	15,000
Kinsman Park Rehabilitation	185,000
<b>Total Recreation and Facilities</b>	<b>693,000</b>
<b>Water and Sewer</b>	
Fleet Vehicles	60,000
<b>Total Water and Sewer</b>	<b>60,000</b>
<b>Total Capital Program</b>	<b>1,186,500</b>

The proposed 2024 capital program is lighter than typical because of 6 previously approved projects totalling \$5.13 million.

The totality of these 18 projects is \$6.32 million. Although the budget and workload is significant, staff anticipate that the listed projects will be substantially completed by the end of 2024.

Project	Proposed Budget
<b>Transportation &amp; Infrastructure</b>	
1st St N/E - Resurfacing	844,200
<b>Total Transportation &amp; Infrastructure</b>	<b>844,200</b>
<b>Waste Management</b>	
Cell Construction	510,000
<b>Total Waste Management</b>	<b>510,000</b>
<b>Water and Sewer</b>	
WTP Residual Retention Pond	1,935,000
Pumphouse Replacement	200,000
Utilities Replacement 1st St N/E	1,567,800
Equity Pump Station Facility	75,000
<b>Total Water and Sewer</b>	<b>3,777,800</b>
<b>Total Previously Approved</b>	<b>5,132,000</b>

As presented, the 2024 Capital Budget can be accomplished without negatively impacting existing tax rates, although it does accelerate the usage of our own reserves.

More information on the proposed projects and five-year capital plan can be found within the budget document.



# Budget Message

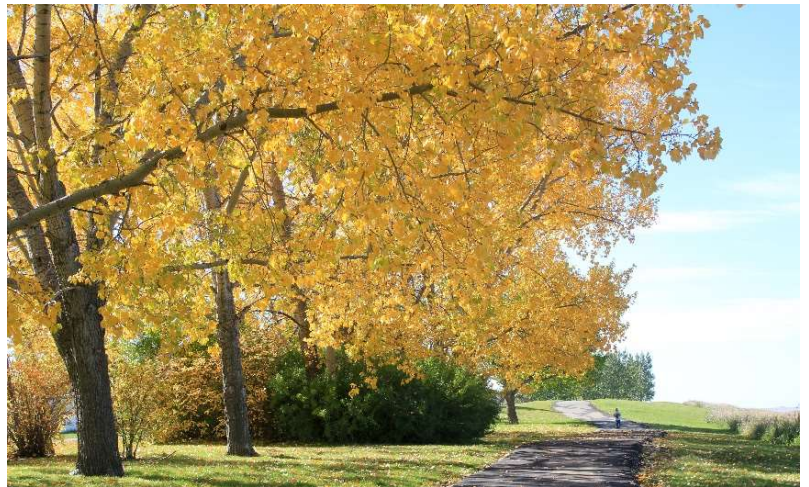
---

## Looking Ahead

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

- manage the tax burden to property owners,
- improve efficiencies within the organization and continue and 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.



While preparing the budget, trying to create an accurate budget dealing with the true needs of the Town is proving difficult in this era of constrained growth. 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 in the budget document. Details on the three year operating budget can be found starting on page 112.

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

Respectfully,

Greg Towne  
Director of Finance

# Organizational Profile

---

## Town Profile

From our humble beginnings as a village in 1912, the Town of Three Hills 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 kms 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

Three Hills 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, cabarets, 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 of Three Hills offers an impressive variety of educational opportunities. Administered by the Golden Hills School Division, both Prairie Christian Academy and Three Hills School provide kindergarten through grade classes. Post-secondary training can be obtained at Prairie College (celebrated their 100th anniversary in 2022), a leading Canadian Christian college that integrates applied education (like nursing and digital media), biblical literacy and spiritual formation in order to equip students to help address some of the world's greatest needs. 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. Three Hills welcomes new development and commerce and works 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 of Three Hills has numerous world-class tourism attractions just a short drive away.



# Organizational Profile

---

## Governance

The Council of the Town of Three Hills is made up of a Mayor and 4 Councillors, all elected at large. "At large" means general area, that is, Three Hills is not divided up into various geographic wards or ridings. 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 in October of 2025.

The Three Hills 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

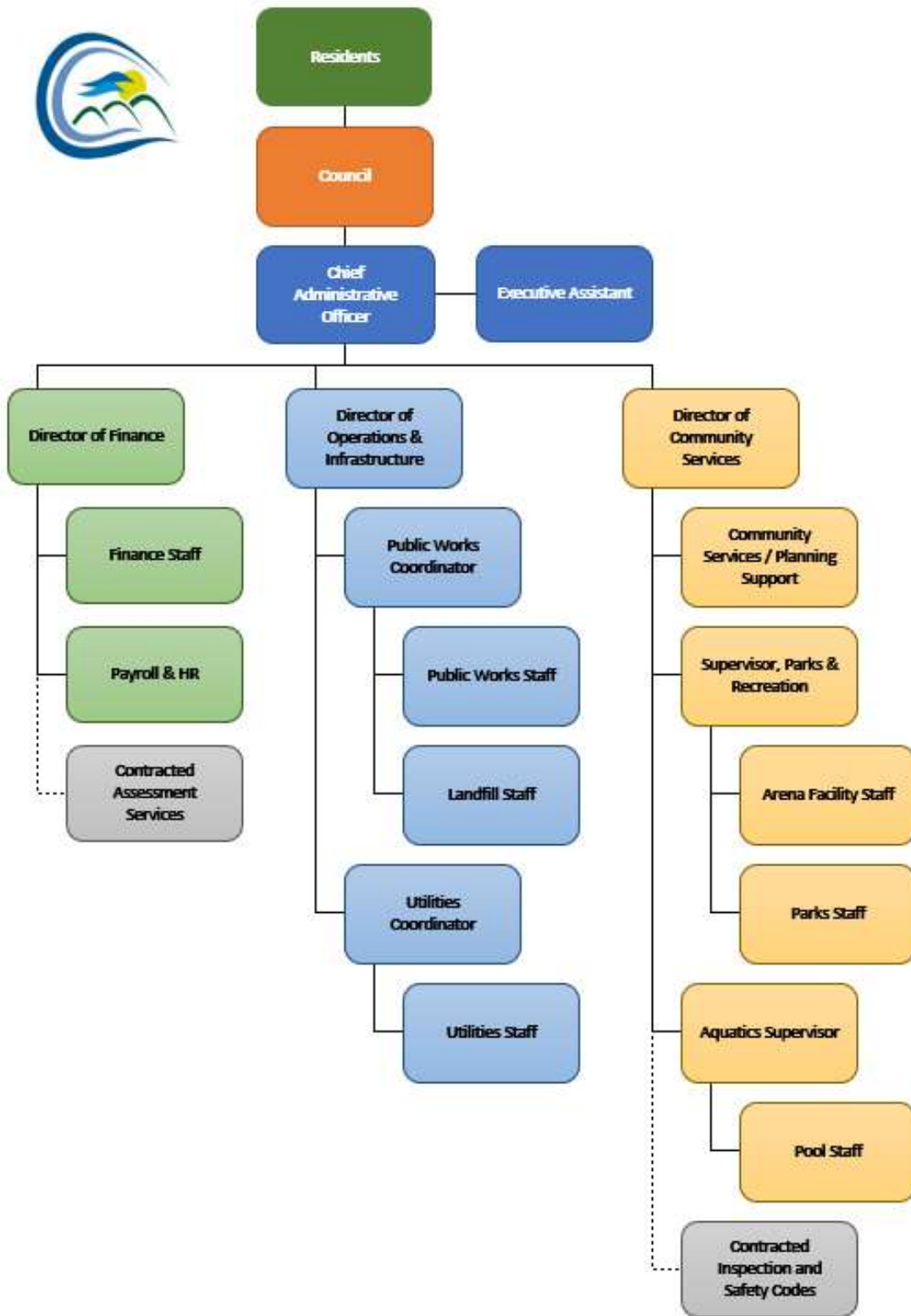
Mayor Ray Wildeman  
Councillor Dennis Hazelton  
Councillor Miriam Kirk  
Councillor Byrne Lammler  
Councillor Marilyn Sept



Back Row from left: Councillor Byrne Lammler, Mayor Ray Wildeman, Deputy Mayor 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 2024, committee composition will be determined at the Town’s Organizational Meeting, held October 23, 2023.

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.	Lammler Kirk (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 Lammler
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 Lammler
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
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).	Carol Best (Council appointed public member)
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 Lammler 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 Lammler (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.	Lammler Hazelton (alternate)
Three Hills Library Board	General management, regulation and control of the Three Hills Library.	Kirk
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)

# Organizational Profile

---

## 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. 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.

The strategic plan is broken down into three categories.

## Our Governance and Financial Responsibility

We will be progressive leaders that 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

- Reviewing and updating Personnel Policies and Procedures by 2023 for continued equitable and fair treatment of staff
- Ongoing capacity building of staff and they are cross trained to ensure ratepayers are not impacted by staff absences

# Organizational Profile

---

- 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

## 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
- Completion of a Regional Water Distribution System Study by 2024
- Completion of the Residual Management Facility at the Water Treatment Plant prior to mandated Alberta Environment deadlines
- Ongoing sidewalk and roadway repairs, maintenance, and renewal
- Ongoing work to implement the storm water initiatives highlighted by the previous Council





# Organizational Profile

---



## 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 through 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

---

## Budget Guidelines

The budget for the Town of Three Hills is a comprehensive guide for the 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 includes 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 started to incorporate these priorities within the 2023 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% - for 2024, this number has been increased to 2% to 6% in line with CPI.

# Budget Guidelines

---

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 2024 budget (for example changes to sidewalk and pathway clearing or the addition of commercial recycling carts); identify non-dedicated fund balances, and define 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 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 levy,
- examine 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
- heightened awareness and promotion of recycling to provide sustainability and costs savings.



Within the 2022 and 2023 budget there were several significant budget changes and improvements to methodology and reporting. The 2024 budget continues to refine and improve on this process.

While similar, 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 (ie 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 at this time; 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 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 supports and other items. In 2024, 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.

### Management Team Review

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

### Council Review

All members of Council will review and vote on the recommended operating and capital budgets. Council holds the final approval of the budget and may amend the budgets prior to 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 similar to the those reported on 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. For example, in an election year, election expenditures are financed by a transfer from the Election Reserve; conversely in non-election years contributions are made to the Election Reserve. 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 as not to impact on 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, building, vehicles, computer information network, water & wastewater infrastructure, recreation facilities and parks 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 authority to spend.

The Town has 23 separate reserves established through policy.

More information on Town reserves is available starting page 74.

# 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 financial 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 for 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

Three Hills projects to have a reserve balance of \$9,980,145 (\$8,966,326 in 2023); more information on reserve contributions and withdrawals can be found on Table 26 on page 79.

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. Revenues resulting from possible changes in laws or ordinances are not included in revenue estimates. Three Hills 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 in accordance with 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 years 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 to allow 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.

# Budget Guidelines

---

## 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 department's 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 that 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 and Council 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 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 are within the town's financial debt limit allowable by the Province of Alberta.
- 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 financial 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.
- **Reserves and Reserve Funds** shall be utilized by the town 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 in the manner approved by Council.

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, with a goal of maintaining

adequate working capital, maximizing 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.
- **Purchasing Policy** – purchases for the town must be governed by the financial limits and procurement methods established under the town's Purchasing and Procurement Policy.

## 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 level and forecasted level as part of the capital budget review process and during the year. It is the goal of Council to ensure debt is fiscally managed. The practices and actions of Council ensure:

- a strong financial position is maintained,
- encourage planning and budgeting of future capital projects,



# Budget Guidelines

---

- limit and ensure debt is manageable from both a tax rate and user rate viewpoint, and
- debt service burden shall be significantly below the allowable Provincial Limit.

More information on the Town's debt position can be found starting on page 82.



## 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 cost and amortization. The town 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

Overall budget preparation is the responsibility of the Director of Finance, with departmental inputs from directors and senior management. Public comments are incorporated as able and Council priorities are incorporated into the budget.

### June to September 2023

- 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.
- Incorporate Council goal setting.

### September to October 2023

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

## Proposed Budget Calendar

All budget meetings are open to the public.

The schedule below documents the schedule of public meetings and budget deliberations prior to the budget being adopted by Council.

### Monday, October 23, 2023 at 5:30pm

- Proposed Operating and Capital Budget released
- Distribute to stakeholders and public
- Overview of Proposed Operating and Capital Budget

### Monday, November 14, 2023 at 3:30pm

- Public input
- Budget review and deliberations

### Monday, November 27, 2023 at 3:30pm

- Public input
- Budget review and deliberations

### Monday, December 4, 2023 at 5:30pm

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

### Monday, December 11, 2023 at 5:30pm

- Budget approval



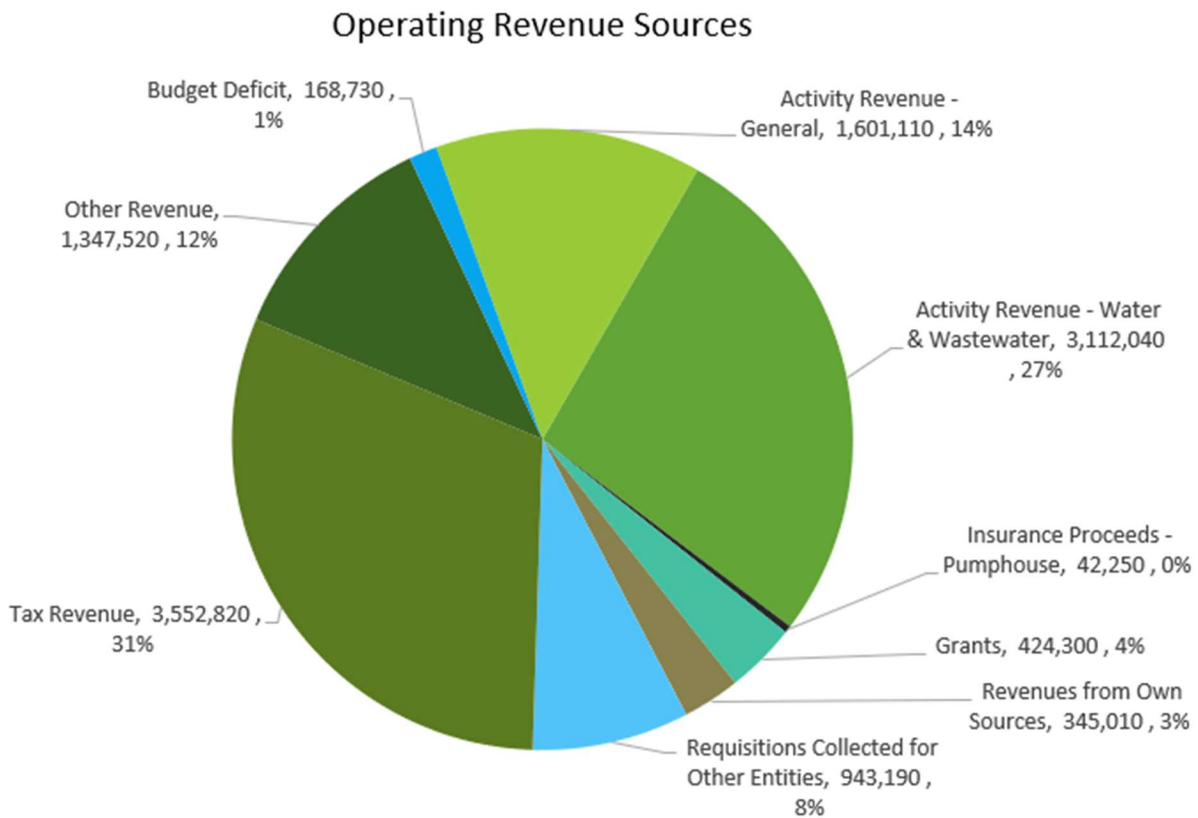
# Budget Overview

---

## Sources and Uses of Funds

The total source of funds for the proposed 2024 operating budget is \$11,368,240. 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 amount of funding sources by major category.

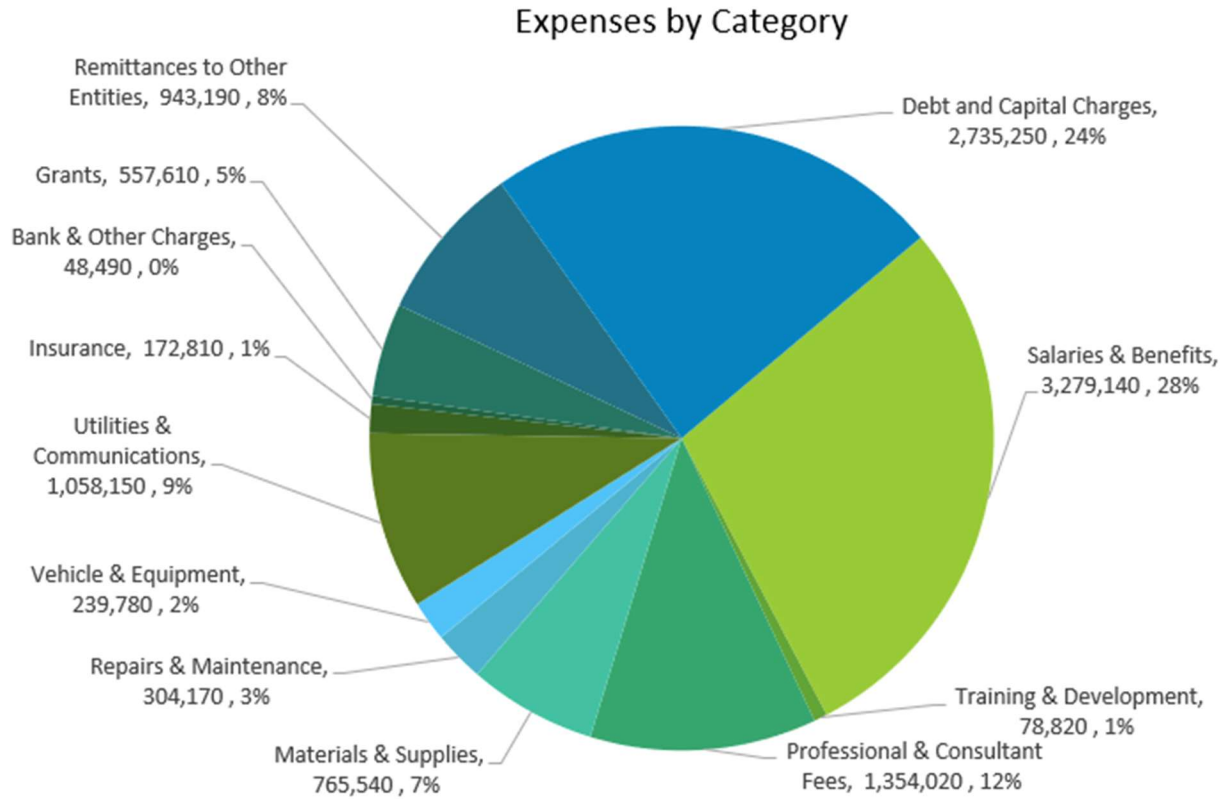
Revenues are also shown in detail within their own section, starting on page 70.



# Budget Overview

---

The total uses of funds for the proposed 2024 operating budget is \$11,536,970. The chart below shows the amount of sources by cost component.



# Budget Overview

## Consolidated Budget Summary

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

As presented there is a budget deficit of \$168,730 – 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 necessitate tax or rate changes, if needed.

The format of the information presented has changed compared to prior year – we are showing an additional year of actual figures and have removed the ‘Deliberation Items’ column from the tables. Service level requests are now shown as individual lines within the document. More information of Service Level Initiatives can be found starting on page 35.

## Consolidated Budget Summary

Table 1

	2022 Actual	Projected 2023 Actual	2023 Budget	Proposed 2024 Budget	Change (\$)	Change (%)
Salaries & Benefits	2,959,006	3,170,750	3,254,850	3,279,140	24,290	0.7
Training & Development	49,739	65,700	65,700	78,820	13,120	20.0
Professional & Consultant Fees	1,316,583	1,267,480	1,249,380	1,354,020	104,640	8.4
Materials & Supplies	565,809	644,020	644,020	765,540	121,520	18.9
Repairs & Maintenance	401,260	383,050	383,050	304,170	(78,880)	(20.6)
Vehicle & Equipment	288,103	285,450	253,650	239,780	(13,870)	(5.5)
Utilities & Communications	1,051,546	1,104,200	1,038,100	1,058,150	20,050	1.9
Insurance	152,395	154,420	154,420	172,810	18,390	11.9
Pumphouse Failure	2,370,716	-	-	-	-	-
Bank & Other Charges	50,419	38,230	38,230	48,490	10,260	26.8
Grants	195,013	258,330	218,330	557,610	339,280	155.4
Remittances to Other Entities	923,240	928,070	928,070	943,190	15,120	1.6
<b>Operating Expenses</b>	<b>10,323,828</b>	<b>8,299,700</b>	<b>8,227,800</b>	<b>8,801,720</b>	<b>573,920</b>	<b>7.0</b>
Debt and Capital Charges	2,237,398	2,702,220	2,515,920	2,735,250	219,330	8.7
<b>Total Expenses</b>	<b>12,561,226</b>	<b>11,001,920</b>	<b>10,743,720</b>	<b>11,536,970</b>	<b>793,250</b>	<b>7.4</b>
Departmental Revenue						
Activity Revenue - General	(1,630,410)	(1,562,980)	(1,529,380)	(1,601,110)	(71,730)	4.7
Activity Revenue - Water & Wastewater	(2,796,784)	(3,042,210)	(2,977,210)	(3,112,040)	(134,830)	4.5
Insurance Proceeds - Pumphouse	(2,370,716)	(45,000)	(45,000)	(42,250)	2,750	(6.1)
Grants	(428,572)	(426,400)	(315,900)	(424,300)	(108,400)	34.3
Revenues from Own Sources	(158,976)	(225,000)	(185,000)	(345,010)	(160,010)	86.5
Requisitions Collected for Other Entities	(881,068)	(928,070)	(928,070)	(943,190)	(15,120)	1.6
<b>Total Department Revenue</b>	<b>(8,266,526)</b>	<b>(6,229,660)</b>	<b>(5,980,560)</b>	<b>(6,467,900)</b>	<b>(487,340)</b>	<b>8.1</b>
<b>Net Operating Expenditures</b>	<b>4,294,700</b>	<b>4,772,260</b>	<b>4,763,160</b>	<b>5,069,070</b>	<b>305,910</b>	<b>6.4</b>
Corporate Revenue						
Tax Revenue	(3,370,963)	(3,574,160)	(3,537,860)	(3,552,820)	(14,960)	0.4
Other Revenue	(1,001,915)	(1,293,300)	(1,225,300)	(1,347,520)	(122,220)	10.0
<b>Total Corporate Revenue</b>	<b>(4,372,878)</b>	<b>(4,867,460)</b>	<b>(4,763,160)</b>	<b>(4,900,340)</b>	<b>(137,180)</b>	<b>2.9</b>
<b>General (Surplus)/Deficit</b>	<b>(78,178)</b>	<b>(95,200)</b>	<b>-</b>	<b>168,730</b>	<b>168,730</b>	<b>-</b>

# 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 telling them the fair market value of their property as of July 1 of the prior year.

The Town contracts out assessment services to Wild Rose Assessment Services. Assessment practices and methodology 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 *Municipal Government Act* 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 2024 tax year is July 1, 2023. 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 prior to 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 to 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
	<b>LOWER</b> to the Average change for property class	Taxes likely <b>DECREASE</b>
	<b>SIMILAR</b> to the Average change for property class	Taxes likely <b>DO NOT CHANGE</b>
	<b>HIGHER</b> to the Average change for property class	Taxes likely <b>INCREASE</b>


**Example A:**

Previous assessed value  
\$250,000

→

Current assessed value  
\$255,000


→



Property value  
2% increase

→

average  
4%



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:**

Previous assessed value  
\$250,000

→

Current assessed value  
\$265,000


→



Property value  
6% increase

→

average  
4%



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

---

## Assessments and Property Taxes

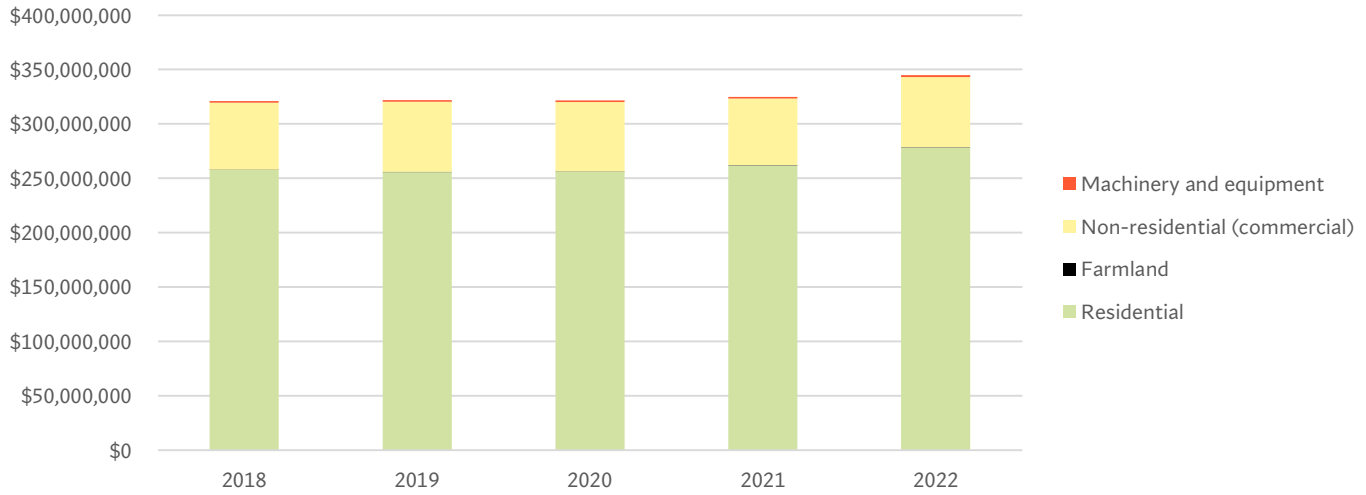
Once assessments for all Town properties are known, the tax rate is calculated by dividing tax revenue requirements across property classifications and properties. Important items to remember are:

- 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 of Three Hills 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 seniors housing purposes.
- 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” – ie an average valued home in Three Hills to an average valued home in another community for the average tax burden.

# Budget Overview

Five Year Taxable Assessment History



## Taxable Assessment History

Table 2

	2018	2019	2020	2021	2022
Residential	257,852,130	255,638,490	256,056,730	261,876,920	278,361,500
Farmland	214,940	216,210	210,560	210,560	211,000
Non-residential (commercial)	61,526,650	64,572,510	63,853,910	61,284,140	64,420,370
Machinery and equipment	1,327,030	1,322,790	1,329,330	1,360,280	1,656,090
<b>Total Assessed Value</b>	<b>320,920,750</b>	<b>321,750,000</b>	<b>321,450,530</b>	<b>324,731,900</b>	<b>344,648,960</b>

For 2024 tax billings, the Town will receive 2023 assessments by December 31st. Although the numbers have not been finalized at the time of this information, the assessor has indicated that existing assessments should experience minor changes.

Staff will prepare detailed assessment information in advance of Council setting tax rates via the Tax Levy Bylaw, expected in March or April of 2024.



# Budget Overview

---

## Water and Wastewater Rates

Water and wastewater operations provides for furnishing water and sanitary sewage disposal 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 received a water rate modeling analysis which proposed updates to rates charged to the various users of the regional water system. The implementation of these findings are ongoing and have not been factored into the 2024 budget.

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

For 2024, staff are proposing base budget and service level requests that would require a revenue increase of 2.3% consisting of:

- \$6,900 to initiative a Domestic Utility Relief Program, which would allow residential accounts to claim partial relief on high, unexplained water bills,
- \$90,000 to provide for additional project funding to deal with the phased replacements and failing infrastructure.

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 – need to be incorporated into utility rates. More information on capital funding and future infrastructure replacement costs will be brought forward during budget deliberations.

See pages 51 to 53 for more information on water and wastewater details.

## Waste Management Rates

The Town offers garbage and recycling pickup to ratepayers, along with operating the landfill.

In 2021 Council approved the contracting out of garbage and recycling and moved to carts instead on placing bags on the street. This service started in late 2021 and was fully implemented in 2022.

In 2023 Council approved commercial recycling carts for businesses in Town; revenues generated by the service offset costs from the provider.

The waste and recycling agreement expires in 2024 and the local waste industry has experienced changes and consolidation. Because of this, staff are preparing for cost increases when the service is publicly tendered and have included these impacts as deliberation items for Council.

To fund the service, staff have not made any rate changes in the 2024 budget but will present options to Council during deliberations.

See pages 54 to 56 for more information on solid waste management details.

# 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 economic development, promotional or other purposes.

While most grants are known within the budget, Council allocates \$20,000 (\$27,200 proposed for 2024) 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 of Three Hills 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.

Notably in 2024 a \$330,010 grant is for our portion of a County fire apparatus under the regional service is shown. This grant is fully offset by a transfer from our reserves and has no impact on the operating budget.

Grants and Funding to Other Organizations  
Table 3

	Proposed 2024	Actual 2023
Community Grants Program (unallocated)	20,000	20,000
<i>x additional grant funding</i>	<i>7,200</i>	<i>-</i>
<b>Town supported programs</b>		
Business Loan Interest Rebate program	1,750	2,500
<b>Shared Service Agreements</b>		
Kneehill County – fire apparatus	330,010	-
<b>Municipal programming</b>		
Kneehill Regional FCSS	44,650	42,180
Marigold Library System	20,750	20,400
Three Hills Library	108,000	108,000
<b>To other organizations</b>		
Kneehill Historical Society	2,750	2,750
Three Hills Arts Academy	5,000	5,000
Three Hills & District Chamber of Commerce	6,000	6,000
Senior’s Outreach	7,500	7,500
Three Hills Beautification	3,000	3,000
Victim Services	1,000	1,000
<b>Total</b>	<b>557,610</b>	<b>218,330</b>

# Budget Overview

## Service Level Initiatives

Specific new initiatives or service level adjustments have been included in the budget.

These specific items are summarized in Table 4. The items in this table “Service Level Deliberation Items” presents those items which staff feel should receive consideration by Council, or those items which 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.

**These items can be identified throughout this book as they are preceded by a ⌘ - this is a significant change from previous years.**

## Summary of Service Level Items

Table 4

	Service Level Adjustment	New program or Service	Subtotal	Less Revenue Offset	Service Level Change
<b>Expenses</b>					
Grants to Groups increase	7,200	-	7,200	-	<b>7,200</b>
Domestic Utility Relief Program	-	6,900	6,900	-	<b>6,900</b>
Capital project funding - utilities	90,000	-	90,000	-	<b>90,000</b>
Waste rate change allowance	25,650	-	25,650	-	<b>25,650</b>
Recycle rate change allowance	14,800	-	14,800	-	<b>14,800</b>
Zamboni room flooring	15,000	-	15,000	-	<b>15,000</b>
Capital project funding - general	100,000	-	100,000	-	<b>100,000</b>
	<b>252,650</b>	<b>6,900</b>	<b>259,550</b>	-	<b>259,550</b>

## Explanation of Service Level Initiatives

### Grants to Groups Increase - \$7,200

A proposed increase to the existing community grants program, this unallocated amount would provide Council with additional funding opportunities for community groups in need.

### Domestic Utility Relief Program - \$6,900

In the summer of 2023 Council referred a proposed relief program for unexpected high-volume water consumption events experienced by ratepayers. The program would partial waive some of these costs within specified criteria.

Staff estimate that the potential volume and scope of requests could total up to \$6,900 for 2024.

### Capital Project Funding – Utilities - \$90,000

Staff are requesting that Council consider additional funding of the capital program out of the utility (water and wastewater) budget.

Water and wastewater infrastructure is approaching the age where replacements are necessary to ensure the delivery of these vital services. Preliminary internal capital asset modelling shows that our funding towards these projects needs to be increased or accelerated to ensure proper maintenance.

More information will be provided to Council during budget deliberations.

# Budget Overview

---

## Waste Rate Change Allowance - \$25,650

The three year residential and commercial waste agreement with our provider expires in 2024.

Even though provision of the service will go through the public procurement process, staff are anticipating cost increases for the service due to inflationary changes since 2021 and local consolidation within the industry. It would be prudent to capture some of these expected changes within the 2024 budget and ameliorate rate impacts to properties in 2025 and beyond.

Staff will present more information and mitigation strategies during budget deliberations.

## Recycle Rate Change Allowance - \$14,800

Similar to waste, the residential recycle cart service is due to be renewed in 2024. Staff propose taking the same approach as the above waste allowance.

## Zamboni Room Flooring - \$15,000

Centennial Place Arena's Olympia Room currently features a concrete floor that serves as the parking and dumping area for the Olympia machine. The condition of this concrete pad has gradually deteriorated over the years, making it increasingly challenging to maintain cleanliness and keep debris off the ice, which is essential for keeping it clean and pristine. To address this issue, plans are underway to replace the concrete driveway, restoring it to its original smooth surface. This replacement will significantly enhance the efficiency of the cleaning process, ensuring that the ice remains in impeccable condition while also reducing wear and tear on the Olympia's tires.

## Capital Project Funding - General - \$100,000

Similar to last year, staff are requesting that Council consider additional funding of the general fund capital program.

The town's infrastructure is at a critical juncture, as it has reached a point in its lifecycle where essential components require timely replacement to ensure the uninterrupted delivery of crucial services to our

community. A careful examination through preliminary internal capital asset modeling has illuminated a pressing need for the augmentation and expeditious execution of our funding allocations for these projects. This adjustment is vital to guarantee the seamless functioning and long-term sustainability of our infrastructure, as it will enable us to carry out essential maintenance and modernization initiatives with the diligence and urgency required to meet the evolving demands of our growing town.

More information 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

	2022 Actual	Projected 2023 Actual	2023 Budget	Proposed 2024 Budget	Change (\$)	Change (%)
Legislative	197,648	261,520	221,520	230,780	9,260	4.2
Administrative	832,225	971,090	971,090	1,013,380	42,290	4.4
Police Protection	115,820	176,000	176,000	186,420	10,420	5.9
Fire Protection	193,838	196,450	196,450	561,330	364,880	185.7
Disaster Services	53,104	55,720	55,720	57,010	1,290	2.3
Bylaw Enforcement	31,828	34,410	34,410	44,630	10,220	29.7
Operations	1,219,868	1,452,630	1,295,230	1,282,870	(12,360)	(1.0)
Airport	228,439	183,760	183,760	198,090	14,330	7.8
Storm Water	31,617	56,280	56,280	41,560	(14,720)	(26.2)
Cemetery	9,940	11,200	11,200	12,860	1,660	14.8
Water Treatment	1,749,947	1,980,930	1,980,930	2,119,340	138,410	7.0
Water Distribution	2,739,398	475,690	475,690	430,030	(45,660)	(9.6)
Sewer	588,788	572,090	565,590	654,330	88,740	15.7
Solid Waste	171,902	175,460	175,460	211,570	36,110	20.6
Recycling	78,744	79,620	79,620	101,320	21,700	27.3
Landfill	282,092	421,000	384,700	397,360	12,660	3.3
Planning	85,808	86,270	86,270	79,170	(7,100)	(8.2)
Subdivision	1,550	2,600	2,600	2,600	-	-
Economic Development	16,918	18,620	18,620	19,370	750	4.0
Recreation Administration	75,485	80,010	95,010	95,530	520	0.5
FCSS	40,770	42,180	42,180	44,650	2,470	5.9
Library Services	129,508	157,140	157,140	159,700	2,560	1.6
Aquatic Centre	701,480	727,200	725,900	710,630	(15,270)	(2.1)
Centennial Arena	666,418	674,140	661,240	719,620	58,380	8.8
Parks & Playgrounds	395,245	421,420	431,420	425,500	(5,920)	(1.4)
Splash Park	11,749	36,470	36,470	31,010	(5,460)	(15.0)
Campground	125,604	139,540	109,740	144,960	35,220	32.1
Community Centre	53,162	51,960	51,960	56,970	5,010	9.6
General Government	519,491	532,450	533,450	561,190	27,740	5.2
Remittances to Other Entities	923,240	928,070	928,070	943,190	15,120	1.6
<b>Total</b>	<b>12,271,626</b>	<b>11,001,920</b>	<b>10,743,720</b>	<b>11,536,970</b>	<b>793,250</b>	<b>7.4</b>

# 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

	2022 Actual	Projected 2023 Actual	2023 Budget	Proposed 2024 Budget	Change (\$)	Change (%)
Legislative	197,508	261,520	221,520	230,780	9,260	4.2
Administrative	791,717	937,750	937,750	978,660	40,910	4.4
Police Protection	110,126	169,880	169,880	182,100	12,220	7.2
Fire Protection	132,018	124,450	124,450	162,320	37,870	30.4
Disaster Services	53,104	55,720	55,720	57,010	1,290	2.3
Bylaw Enforcement	25,379	26,680	26,680	37,980	11,300	42.4
Operations	1,170,665	1,449,830	1,292,430	1,275,770	(16,660)	(1.3)
Airport	8,556	(4,840)	(4,840)	(11,410)	(6,570)	135.7
Storm Water	31,617	56,280	56,280	41,560	(14,720)	(26.2)
Cemetery	(13,490)	(8,430)	(8,430)	(6,770)	1,660	(19.7)
Water Treatment	229,489	285,340	326,840	406,540	79,700	24.4
Water Distribution	(3,409)	107,820	107,820	58,850	(48,970)	(45.4)
Sewer	(315,448)	(451,660)	(434,660)	(415,980)	18,680	(4.3)
Solid Waste	(332,443)	(302,600)	(302,600)	(293,380)	9,220	(3.0)
Recycling	(56,335)	(59,640)	(59,640)	(39,320)	20,320	(34.1)
Landfill	142,198	283,700	247,400	250,920	3,520	1.4
Planning	35,414	54,720	54,720	52,020	(2,700)	(4.9)
Subdivision	(550)	1,100	1,100	1,100	-	-
Economic Development	16,918	18,620	18,620	19,370	750	4.0
Recreation Administration	75,485	80,010	95,010	95,530	520	0.5
FCSS	40,770	42,180	42,180	44,650	2,470	5.9
Library Services	129,508	157,140	157,140	159,700	2,560	1.6
Aquatic Centre	470,728	468,180	466,880	450,090	(16,790)	(3.6)
Centennial Arena	504,735	511,890	498,990	560,880	61,890	12.4
Parks & Playgrounds	385,383	380,050	390,050	384,820	(5,230)	(1.3)
Splash Park	11,749	30,470	30,470	25,010	(5,460)	(17.9)
Campground	(34,271)	(24,860)	(26,260)	(21,240)	5,020	(19.1)
Community Centre	36,329	34,510	39,710	41,320	1,610	4.1
General Government	169,854	86,450	237,950	340,190	102,240	43.0
<b>Total</b>	<b>4,013,305</b>	<b>4,772,260</b>	<b>4,763,160</b>	<b>5,069,070</b>	<b>305,910</b>	<b>6.4</b>

# Budget Overview

---

## Description of Revenue and Expenditure Types

To assist the reader, these descriptions explain the categories shown in the departmental and summary tables.

### Revenues

Municipal revenues are summarized or consolidated on the individual departmental tables. More information on specific types of revenues can be found starting on page 71.

#### Departmental Revenue

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 includes 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 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 to be 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.

More information on Town assessments and their link to taxation can be found on page 30.

#### Other Corporate Revenue

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

#### Requisitions Collected for Other Entities

Funds collected for third-party organizations that have the ability to requisition property taxes on our residents, in this case for the Kneehill Housing Corporation 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 with 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.

### Vehicle & Equipment

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

### 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.





# Budget Overview

---



## Legislative Services

### Quick Facts

Full Time Equivalent Positions:	-
Total Tax Levy Requirement:	\$230,780
Net Budget Change (\$):	\$9,260
Net Budget Change (%):	4.2%
Annual Cost per Resident:	\$72.78

Portion of  
Total Expenses  
(From Table 5)



2.0%

# Budget Overview

Town Council is the legislative and policy-making body of the Town government 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 Municipal Government Act 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 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 county or 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

	2022 Actual	Projected 2023 Actual	2023 Budget	Proposed 2024 Budget	Change (\$)	Change (%)
<b>Legislative Services</b>						
Salaries & Benefits	108,793	119,120	119,120	125,830	6,710	5.6
Training & Development	13,479	16,130	16,130	14,100	(2,030)	(12.6)
Materials & Supplies	29,435	38,420	38,420	35,410	(3,010)	(7.8)
Vehicle & Equipment	120	-	-	-	-	-
Utilities & Communications	1,200	3,600	3,600	3,600	-	-
Insurance	375	-	-	390	390	-
Grants	44,246	84,250	44,250	44,250	-	-
± Grants to Groups increase	-	-	-	7,200	7,200	100.0
<b>Total Legislative Services</b>	<b>197,648</b>	<b>261,520</b>	<b>221,520</b>	<b>230,780</b>	<b>9,260</b>	<b>4.2</b>
Departmental Revenues	(140)	-	-	-	-	-
<b>Net Operating Expenditures</b>	<b>197,508</b>	<b>261,520</b>	<b>221,520</b>	<b>230,780</b>	<b>9,260</b>	<b>4.2</b>
Debt and Capital Charges	-	-	-	-	-	-
<b>Tax Levy Requirement</b>	<b>197,508</b>	<b>261,520</b>	<b>221,520</b>	<b>230,780</b>	<b>9,260</b>	<b>4.2</b>

# Administrative Services



## Administrative Services

### Quick Facts

Full Time Equivalent Positions:	6.9
Total Tax Levy Requirement:	\$978,680
Net Budget Change (\$):	\$40,910
Net Budget Change (%):	4.4%
Annual Cost per Resident:	\$308.63

Portion of  
Total Expenses  
(From Table 5)



8.8%

# Administrative Services

The Chief Administrative Officer (CAO), who is appointed by Council, is the head of the Administrative Department and is responsible for leading, planning, organizing and directing the administration of the Town of Three Hills 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 the Mayor and Council on 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 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 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

	2022 Actual	Projected 2023 Actual	2023 Budget	Proposed 2024 Budget	Change (\$)	Change (%)
<b>Administrative Services</b>						
Salaries & Benefits	586,714	666,770	666,770	690,500	23,730	3.6
Training & Development	18,512	21,730	21,730	30,490	8,760	40.3
Professional & Consultant Fees	121,712	117,580	117,580	108,840	(8,740)	(7.4)
Materials & Supplies	24,899	64,560	64,560	83,860	19,300	29.9
Repairs & Maintenance	4,968	9,150	9,150	4,500	(4,650)	(50.8)
Vehicle & Equipment	13,700	4,570	4,570	4,850	280	6.1
Utilities & Communications	41,976	41,860	41,860	42,870	1,010	2.4
Insurance	11,998	12,040	12,040	14,040	2,000	16.6
Bank & Other Charges	5,246	4,820	4,820	4,320	(500)	(10.4)
<b>Total Administrative Services</b>	<b>829,725</b>	<b>943,080</b>	<b>943,080</b>	<b>984,270</b>	<b>41,190</b>	<b>4.4</b>
Departmental Revenues	(40,508)	(33,340)	(33,340)	(34,720)	(1,380)	4.1
<b>Net Operating Expenditures</b>	<b>789,217</b>	<b>909,740</b>	<b>909,740</b>	<b>949,550</b>	<b>39,810</b>	<b>4.4</b>
Debt and Capital Charges	2,500	28,010	28,010	29,110	1,100	3.9
<b>Tax Levy Requirement</b>	<b>791,717</b>	<b>937,750</b>	<b>937,750</b>	<b>978,660</b>	<b>40,910</b>	<b>4.4</b>

# Protective Services

---

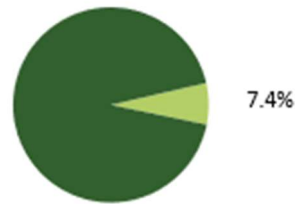


## Protective Services

### Quick Facts

Full Time Equivalent Positions:	1.0
Total Tax Levy Requirement:	\$439,410
Net Budget Change (\$):	\$62,680
Net Budget Change (%):	16.6%
Annual Cost per Resident:	\$138.57

Portion of  
Total Expenses  
(From Table 5)



# Protective Services

---

The Town strives to ensure that Three Hills remains a "vibrant and safe community." As such we are honored to have a number of volunteers and professionals that constitute the Protective Services sector of our Town. Protective Services is made up of Police Protection, Fire Protection, Disaster Services (Emergency Management) and Bylaw Enforcement.

## Police Protection

The Town contributes towards a portion of RCMP detachment costs based on calculations provided by the Provincial government. 2023 represents the final increase in policing costs imposed by the Province in 2019.

## Fire Protection

The department moved into their 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 is able to provide a number of 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.

## Disaster Services

The Town of Three Hills operates under a Ministerial Order from the Province of Alberta. This Ministerial Order allows the town to have a partnership with surrounding municipalities for Emergency Management.

The Town is an active member in the Kneehill Regional Emergency Management Partnership. This partnership consists of one County, three Villages and two Towns. The Regional group meets on a regular basis 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 for the Town of Three Hills. Bylaw Enforcement is committed to serve, protect and provide a desired quality of life for citizens and visitors to the Town through education to raise awareness of community standards, and enforcement of Town Bylaws to 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

	2022 Actual	Projected 2023 Actual	2023 Budget	Proposed 2024 Budget	Change (\$)	Change (%)
<b>Police Protection</b>						
Professional & Consultant Fees	115,820	175,000	175,000	185,420	10,420	6.0
Grants	-	1,000	1,000	1,000	-	-
<b>Total Police Protection</b>	<b>115,820</b>	<b>176,000</b>	<b>176,000</b>	<b>186,420</b>	<b>10,420</b>	<b>5.9</b>
<b>Fire Protection</b>						
Salaries & Benefits	75,211	65,420	65,420	79,540	14,120	21.6
Training & Development	231	4,750	4,750	8,200	3,450	72.6
Professional & Consultant Fees	24,235	16,520	16,520	19,500	2,980	18.0
Materials & Supplies	15,244	14,090	14,090	19,000	4,910	34.8
Repairs & Maintenance	11,155	4,000	4,000	8,100	4,100	102.5
Vehicle & Equipment	3,743	9,960	9,960	10,550	590	5.9
Utilities & Communications	29,134	28,330	28,330	28,440	110	0.4
Insurance	9,885	9,510	9,510	11,920	2,410	25.3
Grants	-	-	-	330,010	330,010	-
<b>Total Fire Protection</b>	<b>168,838</b>	<b>152,580</b>	<b>152,580</b>	<b>515,260</b>	<b>362,680</b>	<b>237.7</b>
<b>Disaster Services</b>						
Salaries & Benefits	27,358	28,390	28,390	29,740	1,350	4.8
Training & Development	-	1,430	1,430	1,430	-	-
Utilities & Communications	746	900	900	840	(60)	(6.7)
<b>Total Disaster Services</b>	<b>28,104</b>	<b>30,720</b>	<b>30,720</b>	<b>32,010</b>	<b>1,290</b>	<b>4.2</b>
<b>Bylaw Enforcement</b>						
Salaries & Benefits	13,679	14,190	14,190	21,590	7,400	52.1
Professional & Consultant Fees	16,460	17,380	17,380	19,900	2,520	14.5
Materials & Supplies	550	100	100	100	-	-
Insurance	1,139	680	680	870	190	27.9
<b>Total Bylaw Enforcement</b>	<b>31,828</b>	<b>32,350</b>	<b>32,350</b>	<b>42,460</b>	<b>10,110</b>	<b>31.3</b>
<b>Total Protective Services</b>	<b>344,590</b>	<b>391,650</b>	<b>391,650</b>	<b>776,150</b>	<b>384,500</b>	<b>98.2</b>
Departmental Revenues	(73,963)	(85,850)	(85,850)	(409,980)	(324,130)	377.6
<b>Net Operating Expenses</b>	<b>270,627</b>	<b>305,800</b>	<b>305,800</b>	<b>366,170</b>	<b>60,370</b>	<b>19.7</b>
Debt and Capital Charges	50,000	70,930	70,930	73,240	2,310	3.3
<b>Tax Levy Requirement</b>	<b>320,627</b>	<b>376,730</b>	<b>376,730</b>	<b>439,410</b>	<b>62,680</b>	<b>16.6</b>

# Works and Infrastructure

---



## Works and Infrastructure

### Quick Facts

Full Time Equivalent Positions:	5.8
Total Tax Levy Requirement:	\$1,299,150
Net Budget Change (\$):	(\$36,290)
Net Budget Change (%):	(2.7%)
Annual Cost per Resident:	\$409.70

Portion of  
Total Expenses  
(From Table 5)



13.3%



# 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 winters mess up in the spring.

Equipment operators complete the road line painting and repair street signage and potholes through out the year. The department works along side 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 storm water management and maintenance of the related public storm sewers, and retention/detention ponds that are under the town's authority.

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 Town of Three Hills 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.



# Works and Infrastructure

## Works and Infrastructure

Table 10

	2022 Actual	Projected 2023 Actual	2023 Budget	Proposed 2024 Budget	Change (\$)	Change (%)
<b>Operations</b>						
Salaries & Benefits	556,476	499,520	548,620	530,790	(17,830)	(3.2)
Training & Development	204	2,600	2,600	2,600	-	-
Professional & Consultant Fees	20,803	35,360	35,360	28,260	(7,100)	(20.1)
Materials & Supplies	29,927	36,490	36,490	38,230	1,740	4.8
Repairs & Maintenance	91,504	88,500	88,500	80,000	(8,500)	(9.6)
Vehicle & Equipment	139,779	133,890	102,090	95,220	(6,870)	(6.7)
Utilities & Communications	210,643	233,580	208,880	220,550	11,670	5.6
Insurance	15,586	14,780	14,780	16,810	2,030	13.7
Bank & Other Charges	8,561	400	400	400	-	-
<b>Total Operations</b>	<b>1,073,483</b>	<b>1,045,120</b>	<b>1,037,720</b>	<b>1,012,860</b>	<b>(24,860)</b>	<b>(2.4)</b>
<b>Airport</b>						
Professional & Consultant Fees	31,496	16,000	16,000	12,960	(3,040)	(19.0)
Materials & Supplies	168,679	142,300	142,300	155,250	12,950	9.1
Repairs & Maintenance	2,250	2,000	2,000	3,220	1,220	61.0
Vehicle & Equipment	2,114	100	100	120	20	20.0
Utilities & Communications	9,027	10,190	10,190	9,490	(700)	(6.9)
Insurance	13,315	5,420	5,420	8,800	3,380	62.4
Bank & Other Charges	1,558	-	-	-	-	-
<b>Total Airport</b>	<b>228,439</b>	<b>176,010</b>	<b>176,010</b>	<b>189,840</b>	<b>13,830</b>	<b>7.9</b>
<b>Storm Water</b>						
Professional & Consultant Fees	18,492	30,000	30,000	15,000	(15,000)	(50.0)
Repairs & Maintenance	5,490	5,000	5,000	5,000	-	-
Utilities & Communications	1,635	1,880	1,880	1,470	(410)	(21.8)
Bank & Other Charges	6,000	6,000	6,000	6,000	-	-
<b>Total Storm Water</b>	<b>31,617</b>	<b>42,880</b>	<b>42,880</b>	<b>27,470</b>	<b>(15,410)</b>	<b>(35.9)</b>
<b>Cemetery</b>						
Professional & Consultant Fees	868	500	500	1,700	1,200	240.0
Materials & Supplies	512	3,900	3,900	3,920	20	0.5
Repairs & Maintenance	340	800	800	500	(300)	(37.5)
Vehicle & Equipment	647	600	600	800	200	33.3
Bank & Other Charges	73	600	600	-	(600)	(100.0)
<b>Total Cemetery</b>	<b>2,440</b>	<b>6,400</b>	<b>6,400</b>	<b>6,920</b>	<b>520</b>	<b>8.1</b>
<b>Total Works and Infrastructure</b>	<b>1,335,979</b>	<b>1,270,410</b>	<b>1,263,010</b>	<b>1,237,090</b>	<b>(25,920)</b>	<b>(2.1)</b>
Departmental Revenues	(300,862)	(211,030)	(211,030)	(236,230)	(25,200)	11.9
<b>Net Operating Expenses</b>	<b>1,035,117</b>	<b>1,059,380</b>	<b>1,051,980</b>	<b>1,000,860</b>	<b>(51,120)</b>	<b>(4.9)</b>
Debt and Capital Charges	153,885	433,460	283,460	298,290	14,830	5.2
<b>Tax Levy Requirement</b>	<b>1,189,002</b>	<b>1,492,840</b>	<b>1,335,440</b>	<b>1,299,150</b>	<b>(36,290)</b>	<b>(2.7)</b>

# Water and Wastewater

---



## Quick Facts

Full Time Equivalent Positions:	6.5
Total Tax Levy Requirement:	n/a
Net Budget Change (\$):	\$49,410
Net Budget Change (%):	n/a
Annual Cost per Resident:	n/a

Portion of  
Total Expenses  
(From Table 5)



27.8%

# 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 in the Town of Three Hills.

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

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.

Note about tax impact: Properties are charged water and wastewater fees through utility billings and not via general taxation. Revenues generated via these billings offset expenses to provide the service, so there is no impact on tax rates; that is why the tax levy requirement and annual cost per resident are shown as n/a.

# Water and Wastewater

## Water and Wastewater

Table 11

	2022 Actual	Projected 2023 Actual	2023 Budget	Proposed 2024 Budget	Change (\$)	Change (%)
<b>Water Treatment</b>						
Salaries & Benefits	174,385	311,530	311,530	321,240	9,710	3.1
Training & Development	3,940	5,500	5,500	5,650	150	2.7
Professional & Consultant Fees	150,898	176,940	176,940	201,880	24,940	14.1
Materials & Supplies	161,641	136,800	136,800	202,920	66,120	48.3
Repairs & Maintenance	27,502	66,200	66,200	-	(66,200)	(100.0)
Vehicle & Equipment	27,448	16,310	16,310	14,790	(1,520)	(9.3)
Utilities & Communications	256,296	242,790	242,790	234,910	(7,880)	(3.2)
Insurance	34,205	42,960	42,960	42,180	(780)	(1.8)
Bank & Other Charges	790	-	-	-	-	-
⌘ Domestic Utility Relief Program	-	-	-	6,900	6,900	100.0
<b>Total Water Treatment</b>	<b>837,105</b>	<b>999,030</b>	<b>999,030</b>	<b>1,030,470</b>	<b>31,440</b>	<b>3.1</b>
<b>Water Distribution</b>						
Salaries & Benefits	291,399	224,600	224,600	215,220	(9,380)	(4.2)
Training & Development	2,791	2,000	2,000	2,000	-	-
Professional & Consultant Fees	78,150	60,160	60,160	66,730	6,570	10.9
Materials & Supplies	3,484	24,260	24,260	31,900	7,640	31.5
Repairs & Maintenance	73,627	90,300	90,300	35,600	(54,700)	(60.6)
Vehicle & Equipment	13,710	29,610	29,610	25,530	(4,080)	(13.8)
Utilities & Communications	28,571	40,410	40,410	47,460	7,050	17.4
Insurance	4,995	4,350	4,350	5,590	1,240	28.5
Pumphouse Failure	2,147,716	-	-	-	-	-
<b>Total Water Distribution</b>	<b>2,644,443</b>	<b>475,690</b>	<b>475,690</b>	<b>430,030</b>	<b>(45,660)</b>	<b>(9.6)</b>
<b>Wastewater</b>						
Salaries & Benefits	132,378	116,810	116,810	111,920	(4,890)	(4.2)
Training & Development	524	500	500	500	-	-
Professional & Consultant Fees	119,652	71,010	64,510	80,080	15,570	24.1
Materials & Supplies	10,404	29,910	29,910	38,420	8,510	28.5
Repairs & Maintenance	60,870	40,100	40,100	60,100	20,000	49.9
Vehicle & Equipment	794	100	100	120	20	20.0
Utilities & Communications	10,153	9,910	9,910	9,130	(780)	(7.9)
Insurance	3,481	3,670	3,670	3,980	310	8.4
Bank & Other Charges	5,600	5,600	5,600	5,600	-	-
<b>Total Wastewater</b>	<b>343,856</b>	<b>277,610</b>	<b>271,110</b>	<b>309,850</b>	<b>38,740</b>	<b>14.3</b>
<b>Total Water and Wastewater</b>	<b>3,825,404</b>	<b>1,752,330</b>	<b>1,745,830</b>	<b>1,770,350</b>	<b>24,520</b>	<b>1.4</b>
Departmental Revenues	(5,167,501)	(3,087,210)	(3,022,210)	(3,154,290)	(132,080)	4.4
<b>Net Operating Expenses</b>	<b>(1,342,097)</b>	<b>(1,334,880)</b>	<b>(1,276,380)</b>	<b>(1,383,940)</b>	<b>(107,560)</b>	<b>8.4</b>
Debt and Capital Charges	1,252,729	1,276,380	1,276,380	1,343,350	66,970	5.2
⌘ Capital Project Funding	-	-	-	90,000	90,000	100.0
<b>Tax Levy Requirement</b>	<b>(89,368)</b>	<b>(58,500)</b>	<b>-</b>	<b>49,410</b>	<b>49,410</b>	<b>-</b>

# Waste Management

---



## Waste Management

### Quick Facts

Full Time Equivalent Positions:	1.2
Total Tax Levy Requirement:	(\$81,780)
Net Budget Change (\$):	\$33,060
Net Budget Change (%):	(28.8%)
Annual Cost per Resident:	n/a

Portion of  
Total Expenses  
(From Table 5)



# Waste Management

---

Effective December 2021, residential and commercial waste and recycling pickup and disposal services in Three Hills are contracted to C&S Disposal. Residential properties have curbside waste pickup weekly and recycling pickup every second week. Commercial properties utilize bins and carts for their pickups.

The Town also operates the Three Hills Landfill, located west of the Town. The landfills accepts most types of common refuse, and the Town is working to accept some recyclables at the site.

Note about tax impact: Properties are charged solid waste and recycling fees through utility billings and not via general taxation. While the sub-department shows that revenues exceed expenditures, the town does not allocate municipal expenses (such as some staffing, Council, administration or other costs) towards solid waste; if that was done, the service would likely be cost neutral.



# Waste Management

## Waste Management

Table 12

	2022 Actual	Projected 2023 Actual	2023 Budget	Proposed 2024 Budget	Change (\$)	Change (%)
<b>Solid Waste</b>						
Professional & Consultant Fees	164,193	172,280	172,280	167,900	(4,380)	(2.5)
⌘ Waste Rate Change Allowance	-	-	-	25,650	25,650	100.0
Materials & Supplies	5,283	3,180	3,180	17,590	14,410	453.1
Vehicle & Equipment	2,095	-	-	-	-	-
Insurance	331	-	-	430	430	-
<b>Total Solid Waste</b>	<b>171,902</b>	<b>175,460</b>	<b>175,460</b>	<b>211,570</b>	<b>36,110</b>	<b>20.6</b>
<b>Recycling</b>						
Professional & Consultant Fees	63,925	65,840	65,840	67,350	1,690	2.6
⌘ Recycle Rate Change Allowance	-	-	-	14,800	14,800	100.0
Materials & Supplies	4,809	3,160	3,160	8,590	5,430	171.8
Vehicle & Equipment	138	-	-	-	-	-
Utilities & Communications	7,363	7,790	7,790	6,890	(900)	(11.6)
Insurance	806	830	830	1,010	180	21.7
Bank & Other Charges	1,703	2,000	2,000	1,500	(500)	(25.0)
<b>Total Recycling</b>	<b>78,744</b>	<b>79,620</b>	<b>79,620</b>	<b>101,320</b>	<b>21,700</b>	<b>27.3</b>
<b>Landfill</b>						
Salaries & Benefits	120,770	158,200	158,200	167,380	9,180	5.8
Training & Development	350	600	600	1,100	500	83.3
Professional & Consultant Fees	41,178	33,240	33,240	51,970	18,730	56.3
Materials & Supplies	22,803	35,100	35,100	20,300	(14,800)	(42.2)
Repairs & Maintenance	2,928	4,000	4,000	3,500	(500)	(12.5)
Vehicle & Equipment	29,118	24,210	24,210	22,960	(1,250)	(5.2)
Utilities & Communications	4,985	6,990	6,990	5,700	(1,290)	(18.5)
Insurance	2,960	4,160	4,160	3,640	(520)	(12.5)
Bank & Other Charges	-	-	-	1,000	1,000	-
<b>Total Landfill</b>	<b>225,092</b>	<b>266,500</b>	<b>266,500</b>	<b>277,550</b>	<b>11,050</b>	<b>4.1</b>
<b>Total Waste Management</b>	<b>475,738</b>	<b>521,580</b>	<b>521,580</b>	<b>590,440</b>	<b>68,860</b>	<b>13.2</b>
Departmental Revenues	(779,318)	(754,620)	(754,620)	(792,030)	(37,410)	5.0
<b>Net Operating Expenses</b>	<b>(303,580)</b>	<b>(233,040)</b>	<b>(233,040)</b>	<b>(201,590)</b>	<b>31,450</b>	<b>(13.5)</b>
Debt and Capital Charges	57,000	154,500	118,200	119,810	1,610	1.4
<b>Tax Levy Requirement</b>	<b>(246,580)</b>	<b>(78,540)</b>	<b>(114,840)</b>	<b>(81,780)</b>	<b>33,060</b>	<b>(28.8)</b>



# Planning and Development

---



# Planning and Development

## Quick Facts

Full Time Equivalent Positions:	0.7
Total Tax Levy Requirement:	\$72,490
Net Budget Change (\$):	(\$1,950)
Net Budget Change (%):	(2.6%)
Annual Cost per Resident:	\$22.86

Portion of  
Total Expenses  
(From Table 5)



# Planning and Development

---

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

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.

# Planning and Development

## Planning and Development

Table 13

	2022 Actual	Projected 2023 Actual	2023 Budget	Proposed 2024 Budget	Change (\$)	Change (%)
<b>Planning</b>						
Salaries & Benefits	42,329	45,330	45,330	46,540	1,210	2.7
Training & Development	2,199	2,650	2,650	2,440	(210)	(7.9)
Professional & Consultant Fees	36,307	27,070	27,070	21,020	(6,050)	(22.3)
Materials & Supplies	4,642	10,890	10,890	8,740	(2,150)	(19.7)
Insurance	331	330	330	430	100	30.3
<b>Total Planning</b>	<b>85,808</b>	<b>86,270</b>	<b>86,270</b>	<b>79,170</b>	<b>(7,100)</b>	<b>(8.2)</b>
<b>Subdivision</b>						
Professional & Consultant Fees	1,000	2,500	2,500	2,500	-	-
Materials & Supplies	550	100	100	100	-	-
<b>Total Subdivision</b>	<b>1,550</b>	<b>2,600</b>	<b>2,600</b>	<b>2,600</b>	<b>-</b>	<b>-</b>
<b>Economic Development</b>						
Professional & Consultant Fees	5,520	5,520	5,520	5,520	-	-
Materials & Supplies	8,564	7,500	7,500	9,500	2,000	26.7
Vehicle & Equipment	127	600	600	320	(280)	(46.7)
Utilities & Communications	1,283	1,380	1,380	1,060	(320)	(23.2)
Insurance	413	420	420	470	50	11.9
Grants	1,011	2,500	2,500	1,750	(750)	(30.0)
<b>Total Economic Development</b>	<b>16,918</b>	<b>17,920</b>	<b>17,920</b>	<b>18,620</b>	<b>700</b>	<b>3.9</b>
<b>Total Planning and Development</b>	<b>104,276</b>	<b>106,790</b>	<b>106,790</b>	<b>100,390</b>	<b>(6,400)</b>	<b>(6.0)</b>
Departmental Revenues	(52,494)	(33,050)	(33,050)	(28,650)	4,400	(13.3)
<b>Net Operating Expenses</b>	<b>51,782</b>	<b>73,740</b>	<b>73,740</b>	<b>71,740</b>	<b>(2,000)</b>	<b>(2.7)</b>
Debt and Capital Charges	-	700	700	750	50	7.1
<b>Tax Levy Requirement</b>	<b>51,782</b>	<b>74,440</b>	<b>74,440</b>	<b>72,490</b>	<b>(1,950)</b>	<b>(2.6)</b>

# Recreation and Cultural Programs

---

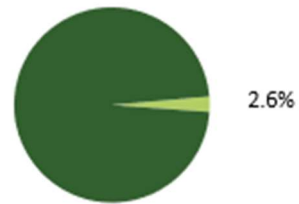


## Recreation and Cultural Programs

### Quick Facts

Full Time Equivalent Positions:	1.0
Total Tax Levy Requirement:	\$299,880
Net Budget Change (\$):	\$5,550
Net Budget Change (%):	1.9%
Annual Cost per Resident:	\$94.57

Portion of  
Total Expenses  
(From Table 5)



# 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. The Three Hills Library mission is to create connections that inspire discovery, growth, and imagination by sharing ideas, resources, and experiences with the community it serves.

Currently, 1,622 Three Hills residents have a library card, which represents 52% of the Town of Three Hills. An additional 313 Kneehill county residents also have library cards. Our current collection stands at 17,475 items.

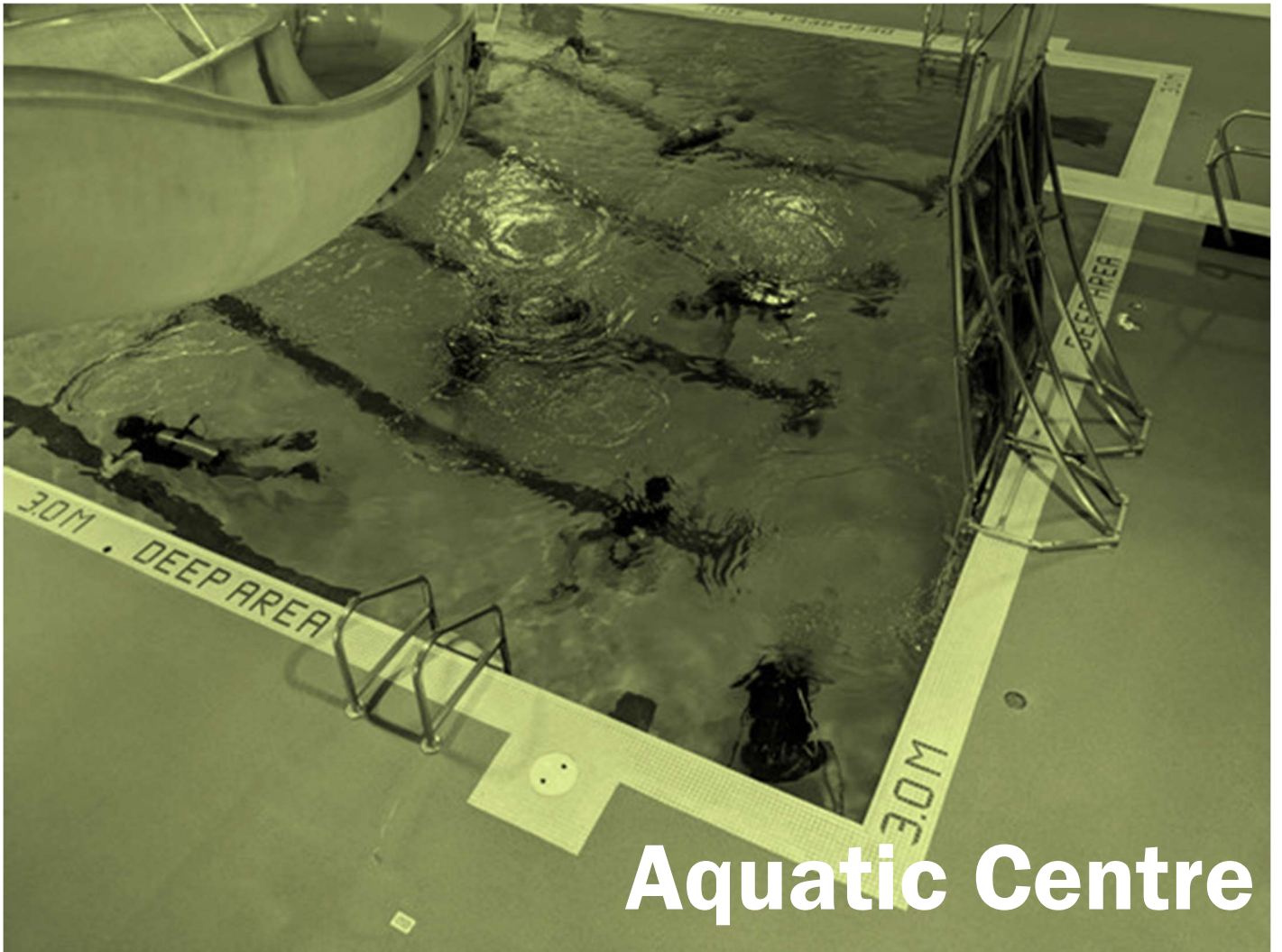
The Three Hills Library offers a variety of programs for patrons of all ages. Library services are delivered by 3 part-time staff members, and 1 full-time library manager.

## Recreation and Cultural Programs

Table 14

	2022 Actual	Projected 2023 Actual	2023 Budget	Proposed 2024 Budget	Change (\$)	Change (%)
<b>Recreation Administration</b>						
Salaries & Benefits	73,584	76,180	91,180	88,970	(2,210)	(2.4)
Training & Development	1,317	1,660	1,660	3,290	1,630	98.2
Materials & Supplies	213	1,090	1,090	2,190	1,100	100.9
Utilities & Communications	371	1,080	1,080	1,080	-	-
<b>Total Recreation Administration</b>	<b>75,485</b>	<b>80,010</b>	<b>95,010</b>	<b>95,530</b>	<b>520</b>	<b>0.5</b>
<b>FCSS</b>						
Grants	40,770	42,180	42,180	44,650	2,470	5.9
<b>Total FCSS</b>	<b>40,770</b>	<b>42,180</b>	<b>42,180</b>	<b>44,650</b>	<b>2,470</b>	<b>5.9</b>
<b>Library</b>						
Professional & Consultant Fees	425	3,180	3,180	830	(2,350)	(73.9)
Repairs & Maintenance	1,293	2,500	2,500	2,500	-	-
Utilities & Communications	12,576	12,300	12,300	13,020	720	5.9
Insurance	3,728	3,860	3,860	7,350	3,490	90.4
Grants	108,986	128,400	128,400	128,750	350	0.3
<b>Total Library</b>	<b>127,008</b>	<b>150,240</b>	<b>150,240</b>	<b>152,450</b>	<b>2,210</b>	<b>1.5</b>
<b>Total Recreation and Cultural Programs</b>	<b>243,263</b>	<b>272,430</b>	<b>287,430</b>	<b>292,630</b>	<b>5,200</b>	<b>1.8</b>
Departmental Revenues	-	-	-	-	-	-
<b>Net Operating Expenses</b>	<b>243,263</b>	<b>272,430</b>	<b>287,430</b>	<b>292,630</b>	<b>5,200</b>	<b>1.8</b>
Debt and Capital Charges	2,500	6,900	6,900	7,250	350	5.1
<b>Tax Levy Requirement</b>	<b>245,763</b>	<b>279,330</b>	<b>294,330</b>	<b>299,880</b>	<b>5,550</b>	<b>1.9</b>

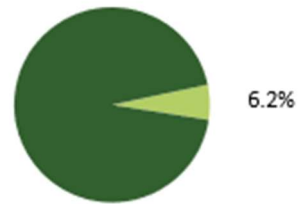
# Aquatic Centre



## Quick Facts

Full Time Equivalent Positions:	8.4
Total Tax Levy Requirement:	\$450,090
Net Budget Change (\$):	(\$16,790)
Net Budget Change (%):	(3.6%)
Annual Cost per Resident:	\$141.94

Portion of  
Total Expenses  
(From Table 5)



# Aquatic Centre

The Town of Three Hills 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 that 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 Lessons
- Lifeguarding Course
- Bronze Medallion Courses
- Bronze Cross Courses



Other programs include lessons for all ages, 6 months 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 (intown and out of town) offering Red Cross School Swimming Lessons to help improve skills, fitness and prevent injury.

## Aquatic Centre

Table 15

	2022 Actual	Projected 2023 Actual	2023 Budget	Proposed 2024 Budget	Change (\$)	Change (%)
<b>Aquatic Centre</b>						
Salaries & Benefits	403,775	442,280	442,280	435,130	(7,150)	(1.6)
Training & Development	994	2,000	2,000	2,000	-	-
Professional & Consultant Fees	15,608	17,120	17,120	16,250	(870)	(5.1)
Materials & Supplies	31,104	27,140	27,140	31,300	4,160	15.3
Repairs & Maintenance	17,450	15,500	15,500	16,250	750	4.8
Vehicle & Equipment	8,037	16,500	16,500	16,500	-	-
Utilities & Communications	161,310	168,830	167,530	152,120	(15,410)	(9.2)
Insurance	10,386	10,720	10,720	11,830	1,110	10.4
Bank & Other Charges	2,816	3,110	3,110	4,130	1,020	32.8
<b>Total Aquatic Centre</b>	<b>651,480</b>	<b>703,200</b>	<b>701,900</b>	<b>685,510</b>	<b>(16,390)</b>	<b>(2.3)</b>
Departmental Revenues	(230,752)	(259,020)	(259,020)	(260,540)	(1,520)	0.6
<b>Net Operating Expenses</b>	<b>420,728</b>	<b>444,180</b>	<b>442,880</b>	<b>424,970</b>	<b>(17,910)</b>	<b>(4.0)</b>
Debt and Capital Charges	50,000	24,000	24,000	25,120	1,120	4.7
<b>Tax Levy Requirement</b>	<b>470,728</b>	<b>468,180</b>	<b>466,880</b>	<b>450,090</b>	<b>(16,790)</b>	<b>(3.6)</b>

# Centennial Arena



## Quick Facts

Full Time Equivalent Positions:	2.0
Total Tax Levy Requirement:	\$560,880
Net Budget Change (\$):	\$61,890
Net Budget Change (%):	12.4%
Annual Cost per Resident:	\$176.88

Portion of  
Total Expenses  
(From Table 5)





# 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 meetings rooms host training courses, political events and local sport groups.

## Centennial Arena

Table 16

	2022 Actual	Projected 2023 Actual	2023 Budget	Proposed 2024 Budget	Change (\$)	Change (%)
<b>Centennial Arena</b>						
Salaries & Benefits	160,443	173,450	183,450	181,630	(1,820)	(1.0)
Training & Development	84	200	200	130	(70)	(35.0)
Professional & Consultant Fees	27,875	27,900	27,900	28,300	400	1.4
Materials & Supplies	16,224	18,590	18,590	20,610	2,020	10.9
Repairs & Maintenance	79,107	23,200	23,200	42,700	19,500	84.1
⌘ Olympia Room Floor Treatment	-	-	-	15,000	15,000	100.0
Vehicle & Equipment	12,150	17,070	17,070	20,640	3,570	20.9
Utilities & Communications	192,793	198,330	175,430	188,700	13,270	7.6
Insurance	25,546	26,660	26,660	28,220	1,560	5.9
Bank & Other Charges	1,959	1,500	1,500	2,040	540	36.0
<b>Total Arena</b>	<b>516,181</b>	<b>486,900</b>	<b>474,000</b>	<b>527,970</b>	<b>53,970</b>	<b>11.4</b>
Departmental Revenues	(161,683)	(162,250)	(162,250)	(158,740)	3,510	(2.2)
<b>Net Operating Expenses</b>	<b>354,498</b>	<b>324,650</b>	<b>311,750</b>	<b>369,230</b>	<b>57,480</b>	<b>18.4</b>
Debt and Capital Charges	150,237	187,240	187,240	191,650	4,410	2.4
<b>Tax Levy Requirement</b>	<b>504,735</b>	<b>511,890</b>	<b>498,990</b>	<b>560,880</b>	<b>61,890</b>	<b>12.4</b>

# Parks and Recreation Facilities

---



## Parks and Recreation Facilities

### Quick Facts

Full Time Equivalent Positions:	3.1
Total Tax Levy Requirement:	\$429,910
Net Budget Change (\$):	(\$4,060)
Net Budget Change (%):	(0.9%)
Annual Cost per Resident:	\$135.58

Portion of  
Total Expenses  
(From Table 5)



# 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 sounds system and stage, 2 large auxiliary rooms and 4 full bathrooms. The Community Centre is heavily utilized for local sport 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, camp concession which is available for rent, shower facilities, three ball diamonds and a new playground.



# Parks and Recreation Facilities

## Parks and Recreation Facilities

Table 17

	2022 Actual	Projected 2023 Actual	2023 Budget	Proposed 2024 Budget	Change (\$)	Change (%)
<b>Parks</b>						
Salaries & Benefits	191,711	228,960	238,960	233,120	(5,840)	(2.4)
Training & Development	5,114	3,950	3,950	4,890	940	23.8
Professional & Consultant Fees	61,728	42,000	42,000	46,190	4,190	10.0
Materials & Supplies	19,417	23,140	23,140	23,180	40	0.2
Repairs & Maintenance	17,044	18,800	18,800	15,200	(3,600)	(19.1)
Vehicle & Equipment	33,196	26,830	26,830	23,380	(3,450)	(12.9)
Utilities & Communications	13,079	13,450	13,450	12,340	(1,110)	(8.3)
Insurance	3,956	4,790	4,790	4,530	(260)	(5.4)
Bank & Other Charges	-	1,000	1,000	1,300	300	30.0
<b>Total Parks</b>	<b>345,245</b>	<b>362,920</b>	<b>372,920</b>	<b>364,130</b>	<b>(8,790)</b>	<b>(2.4)</b>
<b>Splash Park</b>						
Professional & Consultant Fees	3,350	4,400	4,400	4,400	-	-
Materials & Supplies	381	1,850	1,850	1,800	(50)	(2.7)
Repairs & Maintenance	-	5,800	5,800	800	(5,000)	(86.2)
Vehicle & Equipment	908	3,000	3,000	3,000	-	-
Utilities & Communications	5,708	6,880	6,880	5,560	(1,320)	(19.2)
Insurance	1,402	1,440	1,440	1,680	240	16.7
<b>Total Splash Park</b>	<b>11,749</b>	<b>23,370</b>	<b>23,370</b>	<b>17,240</b>	<b>(6,130)</b>	<b>(26.2)</b>
<b>Campground</b>						
Professional & Consultant Fees	79,480	80,270	67,670	82,670	15,000	22.2
Materials & Supplies	1,450	3,350	3,350	4,050	700	20.9
Repairs & Maintenance	1,904	3,200	3,200	4,200	1,000	31.3
Utilities & Communications	32,872	45,680	28,480	43,650	15,170	53.3
Insurance	1,850	1,890	1,890	2,230	340	18.0
Bank & Other Charges	3,048	150	150	2,580	2,430	1,620.0
<b>Total Campground</b>	<b>120,604</b>	<b>134,540</b>	<b>104,740</b>	<b>139,380</b>	<b>34,640</b>	<b>33.1</b>
<b>Community Centre</b>						
Professional & Consultant Fees	804	1,610	1,610	1,710	100	6.2
Materials & Supplies	2,615	2,100	2,100	3,740	1,640	78.1
Repairs & Maintenance	3,826	4,000	4,000	6,000	2,000	50.0
Vehicle & Equipment	280	2,100	2,100	1,000	(1,100)	(52.4)
Utilities & Communications	29,825	28,040	28,040	29,270	1,230	4.4
Insurance	5,708	5,910	5,910	6,410	500	8.5
Bank & Other Charges	104	200	200	380	180	90.0
<b>Total Community Centre</b>	<b>43,162</b>	<b>43,960</b>	<b>43,960</b>	<b>48,510</b>	<b>4,550</b>	<b>10.4</b>
<b>Total Parks and Facilities</b>	<b>520,760</b>	<b>564,790</b>	<b>544,990</b>	<b>569,260</b>	<b>24,270</b>	<b>4.5</b>
Departmental Revenues	(186,570)	(229,220)	(195,620)	(228,530)	(32,910)	16.8
<b>Net Operating Expenses</b>	<b>334,190</b>	<b>335,570</b>	<b>349,370</b>	<b>340,730</b>	<b>(8,640)</b>	<b>(2.5)</b>
Debt and Capital Charges	65,000	84,600	84,600	89,180	4,580	5.4
<b>Tax Levy Requirement</b>	<b>399,190</b>	<b>420,170</b>	<b>433,970</b>	<b>429,910</b>	<b>(4,060)</b>	<b>(0.9)</b>

# General Government

---



## Quick Facts

Full Time Equivalent Positions:	-
Total Tax Levy Requirement:	(\$4,560,150)
Net Budget Change (\$):	(\$34,940)
Net Budget Change (%):	0.8%
Annual Cost per Resident:	n/a

Portion of  
Total Expenses  
(From Table 5)



# 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

	2022 Actual	Projected 2023 Actual	2023 Budget	Proposed 2024 Budget	Change (\$)	Change (%)
<b>General Government</b>						
Professional & Consultant Fees	51,264	68,100	69,100	76,510	7,410	10.7
Materials & Supplies	2,980	16,000	16,000	4,840	(11,160)	(69.8)
Bank & Other Charges	11,700	12,850	12,850	12,340	(510)	(4.0)
Remittances to Other Entities	923,240	928,070	928,070	943,190	15,120	1.6
<b>Total General Government</b>	<b>989,184</b>	<b>1,025,020</b>	<b>1,026,020</b>	<b>1,036,880</b>	<b>10,860</b>	<b>1.1</b>
<b>Revenues</b>						
Tax Revenue	(3,370,589)	(3,573,780)	(3,537,480)	(3,552,400)	(14,920)	0.4
Requisitions Collected for Other Entities	(881,068)	(928,070)	(928,070)	(943,190)	(15,120)	1.6
Other Revenue	(1,393,959)	(1,739,680)	(1,521,180)	(1,568,940)	(47,760)	3.1
<b>Total Revenues</b>	<b>(5,645,616)</b>	<b>(6,241,530)</b>	<b>(5,986,730)</b>	<b>(6,064,530)</b>	<b>(77,800)</b>	<b>1.3</b>
<b>Net Operating Expenses</b>	<b>(4,656,432)</b>	<b>(5,216,510)</b>	<b>(4,960,710)</b>	<b>(5,027,650)</b>	<b>(66,940)</b>	<b>1.3</b>
Debt and Capital Charges	453,547	435,500	435,500	367,500	(68,000)	(15.6)
⌘ Capital Project Funding	-	-	-	100,000	100,000	100.0
<b>Tax Levy Requirement</b>	<b>(4,202,885)</b>	<b>(4,781,010)</b>	<b>(4,525,210)</b>	<b>(4,560,150)</b>	<b>(34,940)</b>	<b>0.8</b>

# 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 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 have the ability to 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 the span of 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 per cent in the town. Assessment rolls for the year are delivered to the town 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 historic data with future projections, and tend to be conservative in nature.

# Revenues

## Departmental Revenues

Table 19

	2022 Actual	Projected 2023 Actual	2023 Budget	Proposed 2024 Budget	Change (\$)	Change (%)
<b>Activity Revenues</b>						
Administration & Finance	(4,900)	(4,980)	(4,980)	(4,200)	780	(15.7)
Business Licences	(21,556)	(21,860)	(21,860)	(21,940)	(80)	0.4
Police Protection	(5,694)	(6,120)	(6,120)	(4,320)	1,800	(29.4)
Fire Protection	(7,970)	(20,000)	(20,000)	(17,000)	3,000	(15.0)
Bylaw Enforcement	(6,449)	(7,730)	(7,730)	(6,650)	1,080	(14.0)
Municipal Airport	(194,883)	(163,600)	(163,600)	(184,500)	(20,900)	12.8
Water Revenues	(1,892,548)	(2,018,460)	(1,976,960)	(2,041,730)	(64,770)	3.3
Insurance Proceeds - Water	(2,370,716)	(45,000)	(45,000)	(42,250)	2,750	(6.1)
Wastewater Services	(904,236)	(1,023,750)	(1,000,250)	(1,070,310)	(70,060)	7.0
Garbage Collection	(504,345)	(478,060)	(478,060)	(489,950)	(11,890)	2.5
Recycling Charges	(135,079)	(139,260)	(139,260)	(140,640)	(1,380)	1.0
Municipal Landfill	(139,894)	(137,300)	(137,300)	(146,440)	(9,140)	6.7
Cemetery Revenues	(23,430)	(19,630)	(19,630)	(19,630)	-	-
Planning Fees	(52,494)	(33,050)	(33,050)	(28,650)	4,400	(13.3)
Aquatic Centre	(230,752)	(217,020)	(217,020)	(218,540)	(1,520)	0.7
Centennial Arena	(102,588)	(120,250)	(120,250)	(116,740)	3,510	(2.9)
Campground Revenues	(159,875)	(164,400)	(136,000)	(166,200)	(30,200)	22.2
Recreation Revenues	(5,542)	(5,770)	(5,770)	(6,480)	(710)	12.3
Community Hall Rentals	(16,833)	(17,450)	(12,250)	(15,650)	(3,400)	27.8
Miscellaneous	(18,126)	(6,500)	(6,500)	(13,580)	(7,080)	108.9
<b>Total Activity Revenues</b>	<b>(6,797,910)</b>	<b>(4,650,190)</b>	<b>(4,551,590)</b>	<b>(4,755,400)</b>	<b>(203,810)</b>	<b>4.5</b>
<b>Grants</b>						
Federal Grants						
Employment	(8,640)	(8,400)	(8,400)	(6,300)	2,100	(25.0)
Provincial Grants						
MSI Operating	(124,833)	(221,000)	(110,500)	(221,000)	(110,500)	100.0
Program Related	(98,099)	-	-	-	-	-
Municipal Contributions						
Fire Protection	(52,000)	(52,000)	(52,000)	(52,000)	-	-
Municipal Airport	(25,000)	(25,000)	(25,000)	(25,000)	-	-
Recreation Programs	(120,000)	(120,000)	(120,000)	(120,000)	-	-
<b>Total Grants</b>	<b>(428,572)</b>	<b>(426,400)</b>	<b>(315,900)</b>	<b>(424,300)</b>	<b>(108,400)</b>	<b>34.3</b>
<b>Revenues from Own Sources</b>						
Sale of Assets	(146,976)	(95,000)	(95,000)	-	95,000	(100.0)
Transfer from Operating Reserve	-	(130,000)	(90,000)	-	90,000	(100.0)
Transfer from Capital Reserve	(12,000)	-	-	(345,010)	(345,010)	-
<b>Total Revenues from Own Sources</b>	<b>(158,976)</b>	<b>(225,000)</b>	<b>(185,000)</b>	<b>(345,010)</b>	<b>(160,010)</b>	<b>86.5</b>
<b>Total Departmental Revenues</b>	<b>(7,385,458)</b>	<b>(5,301,590)</b>	<b>(5,052,490)</b>	<b>(5,524,710)</b>	<b>(472,220)</b>	<b>9.3</b>



# Revenues

## Requisitions Collected for Other Entities

Table 20

	2022 Actual	Projected 2023 Actual	2023 Budget	Proposed 2024 Budget	Change (\$)	Change (%)
<b>Requisitions Collected</b>						
Educational Purposes	(868,758)	(915,270)	(915,270)	(929,150)	(13,880)	1.5
Seniors Housing	(12,310)	(12,800)	(12,800)	(14,040)	(1,240)	9.7
<b>Total Requisitions Collected</b>	<b>(881,068)</b>	<b>(928,070)</b>	<b>(928,070)</b>	<b>(943,190)</b>	<b>(15,120)</b>	<b>1.6</b>

## Corporate Revenues

Table 21

	2022 Actual	Projected 2023 Actual	2023 Budget	Proposed 2024 Budget	Change (\$)	Change (%)
<b>Taxation</b>						
Residential Taxes	(2,571,493)	(2,729,250)	(2,695,450)	(2,716,820)	(21,370)	0.8
Commercial Taxes	(700,595)	(731,920)	(739,020)	(728,270)	10,750	(1.5)
Machinery & Equipment Taxes	(17,745)	(18,740)	(18,640)	(18,660)	(20)	0.1
Farmland Taxes	(4,511)	(4,540)	(4,740)	(4,500)	240	(5.1)
Taxes - Utilities	(64,025)	(71,590)	(67,290)	(71,260)	(3,970)	5.9
Grants in Lieu of Taxes	(12,594)	(18,120)	(12,720)	(13,310)	(590)	4.6
<b>Total Taxation</b>	<b>(3,370,963)</b>	<b>(3,574,160)</b>	<b>(3,537,860)</b>	<b>(3,552,820)</b>	<b>(14,960)</b>	<b>0.4</b>
<b>Other Revenue</b>						
Power & Gas Franchises	(407,744)	(469,200)	(469,200)	(527,160)	(57,960)	12.4
Rentals & Leases	(16,473)	(15,260)	(15,260)	(15,260)	-	-
Administration Fees	(286,720)	(291,350)	(291,350)	(315,700)	(24,350)	8.4
Interest on Overdue Accounts	(44,441)	(57,610)	(57,610)	(57,800)	(190)	0.3
Interest on Investments	(246,537)	(459,880)	(391,880)	(431,600)	(39,720)	10.1
<b>Total Other Revenue</b>	<b>(1,001,915)</b>	<b>(1,293,300)</b>	<b>(1,225,300)</b>	<b>(1,347,520)</b>	<b>(122,220)</b>	<b>10.0</b>

# Reserves and Reserve Funds

Reserve and reserve funds receive annual contributions from the operating budget and external sources to assist with the creation of a solid financial position to support the Town’s future cash requirements. Maintaining sufficient balances in reserves and reserve funds is a critical component of a municipality’s long term financial plan as it strengthens its long term financial sustainability, helps to minimize fluctuations in the tax rate and provides funding to sustain infrastructure.

## Reserves and Reserve Funds

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 authority to spend money.

## Operating Reserves

Operating Reserves are used to offset extraordinary and unforeseen expenditure requirements, one-time expenditures, revenue shortfalls, to minimize fluctuations on the general tax rate and to manage cash flows.

### General Operating Reserve

The General Operating Reserve shall be used to:

- provide funding for unanticipated operating expenses in the course of providing municipal services;
- to provide funding for unforeseen general operating emergency expenses;
- to balance the current year deficit; and/or
- for non-budgeted items that require funding and Council approval during the year.

### Mill Rate Stabilization Reserve

The Mill Rate Stabilization Reserve shall be used to establish dedicated funds that can be used to stabilize the level of municipal property tax increases over future years.

### Cemetery Perpetual Care Reserve

The Cemetery Perpetual Care Reserve shall be used to provide funds for the improvement, maintenance, management, control, and operation of Town cemeteries once closed for future internments.

### Water/Wastewater Operating Reserve

The Water/Wastewater Operating Reserve shall be used to provide funding for water/wastewater expenses of an operating nature.

## Operating Reserves

Table 22

	December 31, 2022 Balance	December 31, 2023 Estimated Balance	December 31, 2024 Projected Balance
<b>Operating Reserves</b>			
General Operating	806,528	1,021,758	1,087,258
Mill Rate Stabilization	304,994	614,994	954,994
Cemetery Perpetual Care	26,399	28,899	32,399
Water/Wastewater Operating	299,577	282,577	307,577
<b>Total Operating Reserves</b>	<b>1,437,498</b>	<b>1,948,228</b>	<b>2,382,228</b>

# Reserves and Reserve Funds

## Government Funded Reserves

These reserve funds are established to track the revenues received from Provincial or Federal governments for eligible infrastructure programs. Funding received from other levels of government will be used in future budgets as per the guidelines of each program.

### Municipal Sustainability Initiative

Municipalities have been allocated \$14.1 billion (including the Basic Municipal Transportation Grant) since the Municipal Sustainability Initiative (MSI) program launched in 2007. Communities have been able to build and rehabilitate:

- roadways and bridges
- water and wastewater systems
- public transit facilities
- recreation and sport facilities
- other key local priorities

The MSI program is being extended until 2024-25, after which it will be replaced with the Local Government Fiscal Framework.

Unspent capital funds may be carried forward a total of 6 years but must be spent on an accepted project by December 31 of the sixth year.

### Canada Community Building Fund

Formerly known as the Federal Gas Tax Fund, the Canada Community-Building Fund (CCBF) provides all municipalities across the country with a permanent, stable and indexed source of infrastructure funding. It

was made permanent in 2011 at \$2 billion per year, and is indexed at 2 per cent per year, starting in 2014-15. Under the CCBF, Alberta will receive \$499 million in 2021-22, for a total of \$2.3 billion since 2014-15.

Municipalities determine projects and activities based on local priorities within the general qualification criteria set out in the program guidelines.

Communities select how best to direct the funds with the flexibility to make strategic investments across the following project categories:

- public transit, highways, local roads and bridges
- drinking water and wastewater infrastructure
- solid waste management
- community energy systems
- capacity building
- local and regional airports, short-line rail short-sea shipping
- disaster mitigation
- broadband and connectivity
- brownfield redevelopment
- culture and tourism, sport and recreation
- fire halls

The funding provided under this program is in addition to other provincial grant funding, such as the Municipal Sustainability Initiative, and non-grant funding of municipal infrastructure.

It is intended to cover capital costs only and may not be used for maintenance or operating costs, debt reduction, or replacement of existing municipal infrastructure expenditures.

## Government Funded Reserves

Table 23

	December 31, 2022 Balance	December 31, 2023 Estimated Balance	December 31, 2024 Projected Balance
<b>Government Funded Reserves</b>			
Municipal Sustainability Initiative	1,258,439	582,796	364,853
Canada Community Building Fund	995,121	754,497	958,979
<b>Total Government Funded Reserves</b>	<b>2,253,560</b>	<b>1,337,293</b>	<b>1,323,832</b>

# Reserves and Reserve Funds

---

## Capital Reserves

Capital reserves are used to fund specific replacements or renewals of capital assets. As the assets of the Town increase, so should the contribution from the operating budget to these reserves for the replacement and refurbishment needs of the underlying capital asset, based on lifecycle costing.

As staff proceed with the development of life cycle costing, the composition, utilization and target balances of the capital reserves will be reviewed.

### General Capital Reserve

The General Capital Reserve shall be used to provide funding to accommodate current year capital funding requirements that have not been previously established from existing reserves.

This reserve is intended for use to, at least partially, fund one-time emergent capital projects that require additional funds that exceed the approval annual budget. This may be due to scope changes in work, natural disasters, unique requirements based on ratepayers' requests, reduced funding from other sources (i.e. Government grants) or a dramatic increase in costs due to a one-time special circumstance.

### Administration Building Capital Reserve

The Administration Building Capital Reserve shall be used to provide funds for the capital improvement or replacement of the Town Administration building (i.e. structural improvements, roof replacement, floor coverings, etc.) and major equipment (i.e. electronic data processing hardware, software, printers/scanners, etc.).

### Emergency Services Reserve

The Emergency Services Reserve shall be used to provide funds for the replacement of the Town Fire Hall and other fire infrastructure and equipment within the Town of Three Hills. This reserve fund may also be used for the purchase of fire apparatus. Such infrastructure and equipment may include Engine 51, Engine 52, Command 50, Rescue 54, Tanker 55, and Squad 56. This reserve does not include funds for purchasing turn-out gear.

### Transportation Reserve

The Transportation Reserve shall be used to provide funds for capital transportation infrastructure needs within the Town. Such needs may include construction, repair, or replacement of arterial roadways including all related appurtenances (i.e. including, but not limited to, sidewalks, asphalt pathways, street lighting, storm sewers, traffic control devices, etc.).

### Airport Reserve

The Airport Capital Reserve shall be used to fund capital projects at the Three Hills Airport.

### Solid Waste Capital Reserve

The Solid Waste Capital Reserve shall be used to:

- fund the lifecycle replacement of capital infrastructure or future capital acquisitions relating to solid waste collection services;
- fund the lifecycle replacement of capital infrastructure or future capital acquisitions relating to solid waste recycling services; and/or
- fund the replacement of capital infrastructure or future capital acquisitions relating to the landfill.

### Land Development Reserve

The Land Development Reserve shall be used to purchase and develop lands for the economic development of the Town. Proceeds from the sale of Town-owned lands shall go back into this reserve.

### Municipal Reserve

The Municipal Reserve shall be used to fund capital projects for repair, renovation, renewal, replacement, of lands designated as Municipal Reserves (MR).

### Cemetery Reserve

The Cemetery Reserve shall be used to fund capital projects relating to Town-operated cemeteries. Such projects may include expansion of a cemetery and repairs, replacements or upgrades to columbaria.

# Reserves and Reserve Funds

---

## **Aquatic Centre Reserve**

The Aquatic Centre Reserve shall be used to fund capital projects for repair, renovation, renewal, and replacement of the Three Hills Aquatic Centre. This reserve does not include repairs, renovations, renewal or replacement of the Three Hills Splash Park.

## **Centennial Arena Reserve**

The Centennial Arena Reserve shall be used to fund capital projects for repair, renovation, renewal, and replacement of the Three Hills Centennial Arena.

## **Campground Reserve**

The Campground Reserve shall be used to fund capital projects for repair, renovation, renewal, replacement, and/or expansion of the Three Hills Campground.

## **Parks & Playgrounds Reserve**

The Parks & Playgrounds Reserve shall be used to fund the development and/or upgrades of Town parks and playgrounds, including the Three Hills Splash Park.

## **Community Centre Reserve**

The Community Centre Reserve shall be used to fund capital projects for repair, renovation, renewal, and replacement of the Three Hills Community Memorial Centre.

## **Library Capital Reserve**

The Library Capital Reserve shall only be used to provide funds for the capital improvement or replacement of the Three Hills Library building (i.e. structural improvements, roof replacement, floor coverings, etc.). This reserve shall not be used for cosmetic capital improvements or replacements.

## **Wastewater Capital Reserve**

The Wastewater Capital Reserve shall be used to provide funds for replacement or construction of wastewater collection systems and networks and storm drainage systems.

## **Water Capital Reserve**

The Water Capital Reserve shall be used to provide funds for replacement of construction of water supply and distribution systems and networks. This reserve may include:

- replacement of equipment for the Water Treatment Plant;
- replacement of equipment for the Water Distribution network (i.e. pumphouse, lift stations, etc.);
- repairs or replacement of water lines;
- repairs, replacement, or construction of other water infrastructure.

# Reserves and Reserve Funds

## Capital Reserves

Table 24

	December 31, 2022 Balance	December 31, 2023 Estimated Balance	December 31, 2024 Projected Balance
<b>Capital Reserves</b>			
General Capital	1,236,152	1,461,152	1,530,152
Administration Building	55,000	57,500	69,109
Disaster Services	503,730	528,730	244,792
Transportation	686,746	(20,554)	96,456
Airport	-	-	8,253
Solid Waste	386,664	326,722	381,533
Land Development	664,383	664,383	664,383
Municipal Reserves	98,516	122,974	122,974
Cemetery	20,000	30,000	32,445
Aquatic Centre	388,894	401,894	377,014
Arena	203,256	226,383	299,804
Campground	88,141	93,141	98,723
Parks & Playgrounds	352,752	332,752	240,393
Community Centre	120,000	130,000	138,461
Library	27,500	32,500	39,753
Wastewater	591,599	261,599	461,599
Water	1,688,028	575,938	962,550
<b>Total Capital Reserves</b>	<b>7,111,361</b>	<b>5,225,114</b>	<b>5,768,394</b>

## Dedicated Reserves

The Town also maintains dedicated or other reserves  
 – for landfill closure and post closure costs and for  
 developer contributions received in the past.

## Dedicated Reserves

Table 25

	December 31, 2022 Balance	December 31, 2023 Estimated Balance	December 31, 2024 Projected Balance
<b>Dedicated Reserves</b>			
Landfill Environmental/Closure	359,467	409,467	459,467
Developer Contributions – Water	31,437	31,437	31,437
Developer Contributions - Wastewater	14,787	14,787	14,787
<b>Total Dedicated Reserves</b>	<b>405,691</b>	<b>455,691</b>	<b>505,691</b>

# Reserves and Reserve Funds

## Schedule of Movements

Table 26

	December 31, 2023 Estimated Balance	Contributions From Operating Fund	Other Revenue	Transfer for Capital Projects	Transfer to Operating Fund	December 31, 2024 Projected Balance
<b>Operating Reserves</b>						
General Operating	1,021,758	65,500	-	-	-	1,087,258
Mill Rate Stabilization	614,994	340,000	-	-	-	954,994
Cemetery Perpetual Care	28,899	3,500	-	-	-	32,399
Water/Wastewater Operating	282,577	25,000	-	-	-	307,577
<b>Total Operating Reserves</b>	<b>1,948,228</b>	<b>434,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,382,228</b>
<b>Government Funded Reserves</b>						
Municipal Sustainability Initiative	582,796	-	367,057	(585,000)	-	364,853
Canada Community Building Fund	754,497	-	204,482	-	-	958,979
<b>Total Government Funded Reserves</b>	<b>1,337,293</b>	<b>-</b>	<b>571,539</b>	<b>(585,000)</b>	<b>-</b>	<b>1,323,832</b>
<b>Capital Reserves</b>						
General Capital	1,461,152	100,000	-	(31,000)	-	1,530,152
Administration Building	57,500	29,109	-	(17,500)	-	69,109
Disaster Services	528,730	46,068	-	-	(330,006)	244,792
Transportation	(20,554)	277,010	-	(160,000)	-	96,456
Airport	-	8,253	-	-	-	8,253
Solid Waste	326,722	69,811	-	-	(15,000)	381,533
Land Development	664,383	-	-	-	-	664,383
Municipal Reserves	122,974	-	-	-	-	122,974
Cemetery	30,000	2,445	-	-	-	32,445
Aquatic Centre	401,894	25,120	-	(50,000)	-	377,014
Arena	226,383	91,421	-	(18,000)	-	299,804
Campground	93,141	5,582	-	-	-	98,723
Parks & Playgrounds	332,752	75,141	-	(167,500)	-	240,393
Community Centre	130,000	8,461	-	-	-	138,461
Library	32,500	7,253	-	-	-	39,753
Wastewater	261,599	200,000	-	-	-	461,599
Water	575,938	446,612	-	(60,000)	-	962,550
<b>Total Capital Reserves</b>	<b>5,225,114</b>	<b>1,392,286</b>	<b>-</b>	<b>(504,000)</b>	<b>(345,006)</b>	<b>5,768,394</b>
<b>Dedicated Reserves</b>						
Landfill Environmental/Closure	409,467	50,000	-	-	-	459,467
Developer Cont – Water	31,437	-	-	-	-	31,437
Developer Cont - Wastewater	14,787	-	-	-	-	14,787
<b>Total Dedicated Reserves</b>	<b>455,691</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>505,691</b>
<b>Total Reserves</b>	<b>8,966,326</b>	<b>1,876,286</b>	<b>571,539</b>	<b>(1,089,000)</b>	<b>(345,006)</b>	<b>9,980,145</b>

# Capital Budget

The purpose of the capital improvement plan is to forecast and match projected revenues and major capital needs over a five-year period. Capital planning is an important management tool that strengthens the linkages between community infrastructure needs and the financial capacity of the town.

The Town of Three Hills faces the challenge of meeting the needs of its residents for public services and facilities with increasing costs and relatively fixed revenues. To be able to effectively set project priorities, the town prepares a Capital Improvement Plan (CIP.)

## Capital Improvement Planning

A Capital Improvement Plan is the preparation and updating of a schedule of public works projects and related equipment to be built or purchased by the Town within a period of five years. It covers the entire range of public facility and service requirements. The CIP lists all future projects along with cost estimates and the anticipated means of financing each project.

Capital improvements are public improvements involving the expenditure of public funds, over and above normal annual operating expenses, for the purchase, construction or replacement of specific physical facilities or assets of the community. Examples include, but are not limited to:

- the construction of bicycle & pedestrian pathways,
- parks improvements,
- the renovation of community owned buildings,
- the purchase of land,
- vehicle or equipment purchases,
- construction of water and sewage treatment facilities,
- extension of water and sanitary sewer lines,
- and others.

The town defines capital expenditures as any expenditure of major value that recurs irregularly, results in the acquisition of a fixed asset, and has a useful life greater than one (1) year.

The first year in the plan is referred to as the “capital budget” and includes those projects scheduled to be funded in the upcoming fiscal year. The succeeding

years’ schedule of projects make up the Capital Improvements Plan and serve as a mechanism for tracking and planning for future needs.



## Benefits of a Capital Improvement Plan

The CIP is updated annually in order to fine-tune the capital budget to reflect changing economic conditions and to reflect the need for additional projects or adjust the priority of projects as necessary.

The capital improvement plan is simply that – a plan. As such, projects are subject to change based on new or shifting service needs, special financing opportunities, emergency needs, or other directives or priorities established by Council. Because priorities can change, projects included in outward planning years are not guaranteed for funding.

The Three Hills CIP achieves five major objectives as a component of the Town’s budget and financial planning process:

- Helps the town rationally and intelligently plan for the repair, replacement, and acquisition of capital items that are necessary in providing high quality services to the citizens of Three Hills.
- Assists in fiscal planning by forecasting capital demands together with future revenues and expenditures (as part of the financial plan).
- Insures better coordination, evaluation, and planning of projects to serve the community and its needs.



# Capital Budget

---

- The CIP, together with the Financial Plan, serves as a guide to decision-making for Council, the CAO, and employees.

The systematic and comprehensive analysis of capital needs increases the probability of making rational (and correct) budgetary judgments since improvements are identified, prioritized, and matched to the projected fiscal resources of the town.

## Capital Improvement Plan Funding

The capital improvement plan has been prioritized and projected based on need and the expected levels of funding available to fund the plan. The town's contributions to the CIP can be defined within two categories:

- Funded from reserves – projects are partially or fully funded through capital reserves. Capital reserves balances can be funded through contributions from the operating budget, contributions from developers contributions or by the sale of capital assets.
- Debt – projects are partially or fully funded through the use of long term debt.

Contributions from other governments or organizations can also fund the capital program and include the following categories:

- Canada Community Building Fund (formerly the Federal Gas Tax fund) - currently provides \$192,500 annually in federal funding to invest in eligible municipal infrastructure, such as water, wastewater and transportation projects.
- Municipal Sustainability Initiative - helps support local infrastructure priorities and build strong, safe and resilient communities. Three Hills is expected to receive approximately \$342,060 in 2024, a result of provincial budget impacts and approximately 20% less than prior years. Future LGFF funding is expected to improve in 2025 and beyond.
- Other Provincial Funding – includes conditional funding from programs offered through provincial departments; examples would be the Watershed Resiliency and Restoration Program (WRRP) or the Alberta Municipal Water/Wastewater Partnership (AMWWP)/ Water for Life program.

- Other Revenue – includes funding from other municipalities, third parties or development charges

Other funding indicates future year projects where the funding has not yet been identified, either internally or externally. Funding for these projects will be identified as they become current, or they will be dropped from the capital improvement plan.

## Interest Rate Impacts

In light of rising interest rates in 2022 and 2023, the Town has modified capital funding strategies to minimize its utilization of long term debt in 2024 and beyond. This will be done by increasing capital funding via our own reserves rather than incur debt, and higher interest charges, until at least 2025. While this will reduce the Town's reserve balances over those years, the savings on avoiding higher interest charges would be substantial.

Staff will monitor and report the results and impact to Council throughout the year.



# Capital Budget

## Long Term Debt

The total current debt obligations are budgeted at \$6,044,644 (\$6,710,859 in 2023) at the end of 2024.

For 2024, the Town currently has 5 loans or debentures for capital projects done in prior years.

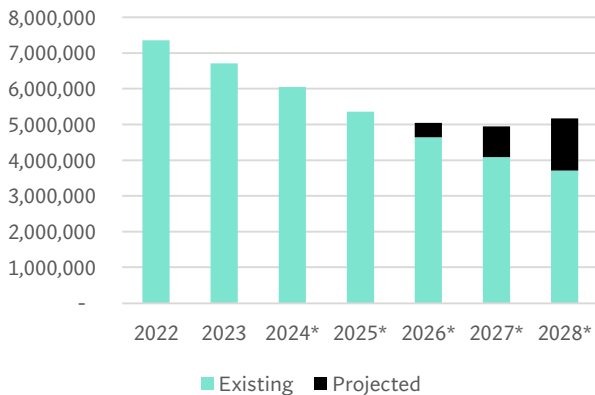
## Long Term Debt

Table 27

Purpose	Issuance	Rate	Original Amount	Balance at Dec 31, 2022	Balance at Dec 31, 2023	Projected Balance at Dec 31, 2024	2024 Principal Payments	2024 Interest Payments
<b>Water Treatment</b>								
WTP Upgrades	ACFA 4002668	2.683%	5,871,767	5,177,571	4,933,564	4,682,967	250,597	130,673
WTP Upgrades	ACFA 4003084	4.630%	1,050,000	954,894	758,416	553,278	205,138	30,855
<b>Wastewater</b>								
Sewer Lagoons	RBC-022	2.560%	1,660,057	624,414	494,402	361,023	133,379	11,099
<b>Arena</b>								
Lobby	ACFA 4000660	4.915%	800,000	348,483	301,761	252,715	49,046	14,236
Lobby	ACFA 4001068	4.124%	500,000	249,650	222,717	194,661	28,056	8,899
				<b>7,355,139</b>	<b>6,710,859</b>	<b>6,044,644</b>	<b>666,216</b>	<b>195,762</b>

Based on the proposed Capital Improvement Plan, the 2024 funding includes no debt being used for capital project funding, with incremental increases needed starting in 2025. Existing debt in shown below in blue.

Total Long Term Debt



Projected debt based on the five year capital funding plan is shown in black. This includes the \$1,585,000

in debt required to fund the Capital Improvement Plan (Table 34) in its entirety.

Water, wastewater and transportation infrastructure replacements will likely incur significant debt funding over next five years and are one reason for the proposed increase in 2024.

Future years capital expenditures have been planned to strive to avoid significant increases in tax rate and water rates. With the withdrawal of Federal and Provincial funds from infrastructure programs, which have been mainly cost shared, rate increases may be required to fund the required rehabilitation needs. The forecasted debt to be outstanding is illustrated in the following chart.

The movement towards funding capital projects through the tax rate will stabilize our reliance on debt and leave the town in good financial shape while providing flexibility to fund future projects.

# Capital Budget

## Debt Limits

The debt limit (maximum allowable debt) is calculated at 1.5 times the revenue of the Town (as defined in Alberta Regulation 255/00) and the debt service limit (annual debt payments) is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities which could be at financial risk if further debt is acquired.

## Actual and Projected Debt Limit

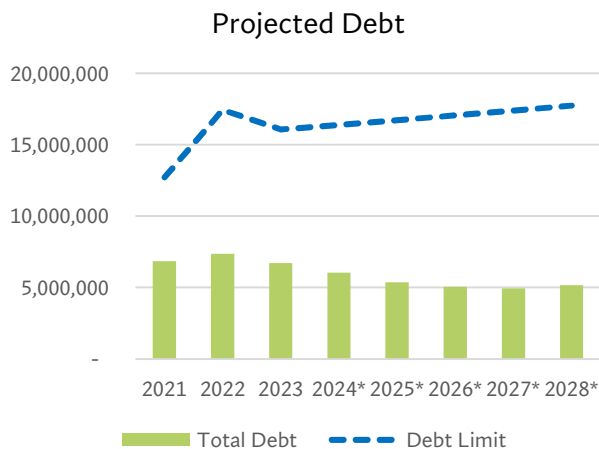
Table 28

Year	Total Debt		Total Debt Limit	
	Limit	Total Debt	Available	% Used
2021	12,715,338	6,834,800	5,880,538	53.8%
2022	17,425,107	7,355,139	10,069,968	42.2%
2023*	16,061,300	6,710,859	9,350,441	41.8%
2024*	16,382,500	6,044,643	10,337,857	36.9%
2025*	16,710,200	5,355,554	11,354,646	32.0%
2026*	17,044,400	5,042,751	12,001,649	29.6%
2027*	17,385,300	4,943,562	12,441,738	28.4%
2028*	17,733,000	5,167,187	12,565,813	29.1%

\* projected

## Projected Debt

Based on projections, the Town’s debt limit peaked at approximately 53.8% by the end of 2021 and slowly decrease down to 29.1% by 2028. This will still provide the Town with borrowing capacity, and the repayment of this debt has been built into the operating budget.



## Proposed 2024 Capital Budget

The Proposed 2024 Capital Budget includes 12 projects totalling \$1,186,500. The projects incorporated in the CIP for 2024 have been classified by department or service area, and are shown in detail on Table 29 on page 84. Only projects that would commence in 2024 have detailed project information.

The projects have been classified on the basis of the predominate department to indicate what the impact would be on the tax rate or water & wastewater for the town. This classification also allows the reader to gain a clearer understanding of each of the major capital expenditure envelopes, the source of financing, specific pressures and impacts on the users due to rate increases in the general tax rate or specific user fees.

**In addition to the new projects there are 6 projects Council had already approved to be completed in 2024 totalling \$5,132,000.** These projects are shown on Table 29 in the “Previously Approved” column.

# Capital Budget

## Proposed 2024 Capital Projects and Funding Sources

Table 29

	Previously Approved	Total	Water/Sewer Capital Reserves	General Capital Reserves	Canada Community Building Fund	Municipal Sustainability Initiative	Other Funding	Long Term Debt
<b>Administration</b>								
Hardware Replenishment	-	17,500	-	17,500	-	-	-	-
<b>Total Administration</b>	-	<b>17,500</b>	-	<b>17,500</b>	-	-	-	-
<b>Transportation &amp; Infrastructure</b>								
1 <sup>st</sup> St N/E - Resurfacing	844,200	-	-	-	-	-	-	-
Asphalt Maint. & Resurfacing Program	-	325,000	-	100,000	-	225,000	-	-
Fleet Vehicles	-	60,000	-	60,000	-	-	-	-
Decorative Lighting	-	31,000	-	31,000	-	-	-	-
<b>Total Transportation &amp; Infrastructure</b>	<b>844,200</b>	<b>191,000</b>	-	<b>191,000</b>	-	<b>225,000</b>	-	-
<b>Waste Management</b>								
Cell Construction	510,000	-	-	-	-	-	-	-
<b>Total Waste Management</b>	<b>510,000</b>	-	-	-	-	-	-	-
<b>Recreation and Facilities</b>								
Arena - Hot Water Tank Replacement	-	18,000	-	18,000	-	-	-	-
Arena - Dehumidifier Replacement	-	100,000	-	-	-	100,000	-	-
Arena - Roof Repairs	-	260,000	-	-	-	260,000	-	-
Pool - Changeroom Furnace	-	50,000	-	55,000	-	-	-	-
Parks Fleet Vehicles	-	60,000	-	60,000	-	-	-	-
Mower Replacement Program	-	15,000	-	15,000	-	-	-	-
Kinsman Park Rehabilitation	-	185,000	-	92,500	-	-	92,500	-
<b>Total Recreation and Facilities</b>	-	<b>688,000</b>	-	<b>240,500</b>	-	<b>360,000</b>	<b>92,500</b>	-

# Capital Budget

---

	Previously Approved	Total	Water/Sewer Capital Reserves	General Capital Reserves	Canada Community Building Fund	Municipal Sustainability Initiative	Other Funding	Long Term Debt
<b>Water and Sewer</b>								
WTP Residual Retention Pond	1,935,000	-	-	-	-	-	-	-
Pumphouse Replacement	200,000	-	-	-	-	-	-	-
Utilities Replacement 1st St N/E	1,567,800	-	-	-	-	-	-	-
Equity Pump Station Facility	75,000	-	-	-	-	-	-	-
Fleet Vehicles	-	60,000	60,000	-	-	-	-	-
<b>Total Water and Sewer</b>	<b>3,777,800</b>	<b>60,000</b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Capital Program</b>	<b>5,132,000</b>	<b>1,186,500</b>	<b>60,000</b>	<b>449,000</b>	<b>-</b>	<b>585,000</b>	<b>92,500</b>	<b>-</b>

# Capital Budget

---

## Capital Project Information Sheet

<b>PROJECT</b> Hardware Replenishment	
<b>DEPARTMENT</b> Administration	<b>EXPECTED LIFESPAN</b> 5 – 10 years
<b>DESCRIPTION • NEED FOR PROJECT</b> Replacement of town hardware and network infrastructure – town systems need to be replenished on a regular schedule to ensure adequate performance. Work for 2024 includes system and printer replacements.  Future years include system, printer, copier and network upgrades.	
<b>LOCATION</b> Throughout the organization.	
<b>EFFECT ON OPERATING BUDGET</b> n/a	

Proposed Funding	2024	2025	2026	2027	2028	Total
Administration Capital Reserve	17,500	17,500	30,000	15,000	20,000	100,000
<b>Total</b>	<b>17,500</b>	<b>17,500</b>	<b>30,000</b>	<b>15,000</b>	<b>20,000</b>	<b>100,000</b>

# Capital Budget

## Capital Project Information Sheet

<b>PROJECT</b> Asphalt Maintenance and Resurfacing Program	
<b>DEPARTMENT</b> Transportation and Infrastructure	<b>EXPECTED LIFESPAN</b> 20 – 30 years
<b>DESCRIPTION • NEED FOR PROJECT</b> <p>Roadway and sidewalk surface failure is normally caused by a lack of sub-grade/base preparation or negative storm water flows and ponding. The budget funds are allocated for surface repair and maintenance. In the spring, Administration assesses these areas and determines the locations for repairs. Generally, Administration repairs smaller sections of roadway that need repairs to make this section safe for the community. The amount of capital funds spent on one section of roadway should be assessed against the condition of the deep infrastructure i.e. water and sewer. If the deep infrastructure is in need of future replacement, then the road repair will be kept to a minimum.</p> <p>The funds are also allocated for sidewalk repair and maintenance on concrete sidewalks which deteriorate over time or see settlement of the base material beneath the sidewalk. Sidewalks are sloped to shed water towards the curb &amp; gutter next to the asphalt roadway. When water finds its way under the sidewalk, water saturates and weakens the sub-grade causing asphalt roadway deficiencies. Sidewalk settlements that are cracked should be replaced to support the longevity of the roadway and create a safer sidewalk for the community. In the spring administration also assesses these areas and determines the locations to replace in conjunction with possible road repairs.</p>	
<b>LOCATION</b> Throughout the Town – locations to be determined.	
<b>EFFECT ON OPERATING BUDGET</b> May see slight reduction in some maintenance costs.	

Proposed Funding	2024	2025	2026	2027	2028	Total
Transportation Capital Reserve	100,000	150,000	225,000	150,000	125,000	<b>750,000</b>
Municipal Sustainability Initiative	225,000	200,000	125,000	100,000	100,000	<b>750,000</b>
Long Term Debt	-	-	-	125,000	150,000	<b>275,000</b>
<b>Total</b>	<b>325,000</b>	<b>350,000</b>	<b>350,000</b>	<b>375,000</b>	<b>375,000</b>	<b>1,775,000</b>

# Capital Budget

---

## Capital Project Information Sheet

<b>PROJECT</b> Fleet Vehicles	
<b>DEPARTMENT</b> Transportation and Infrastructure	<b>EXPECTED LIFESPAN</b> 10 – 12 years
<b>DESCRIPTION • NEED FOR PROJECT</b> Fleet vehicles need to be replaced regularly to reduce operating costs and remove unsafe vehicles.	
<b>LOCATION</b> n/a	
<b>EFFECT ON OPERATING BUDGET</b> Operating and maintenance costs will be reduced as older vehicles are phased out.	

Proposed Funding	2024	2025	2026	2027	2028	Total
Transportation Capital Reserve	60,000	60,000	-	60,000	-	180,000
<b>Total</b>	<b>60,000</b>	<b>60,000</b>	<b>-</b>	<b>60,000</b>	<b>-</b>	<b>180,000</b>



# Capital Budget

---

## Capital Project Information Sheet

<b>PROJECT</b> Decorative Lighting	
<b>DEPARTMENT</b> Transportation and Infrastructure	<b>EXPECTED LIFESPAN</b> 8 – 10 years
<b>DESCRIPTION • NEED FOR PROJECT</b> Purchase of decorative winter pole lighting to replace existing older sets used by the Town. These will match the lighting purchased in 2022.	
<b>LOCATION</b> Downtown area.	
<b>EFFECT ON OPERATING BUDGET</b> n/a	

Proposed Funding	2024	2025	2026	2027	2028	Total
General Capital Reserve	31,000	-	20,000	-	-	51,000
<b>Total</b>	<b>31,000</b>	<b>-</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>51,000</b>

# Capital Budget

## Capital Project Information Sheet

<b>PROJECT</b> Arena – Hot Water Tank Replacement	
<b>DEPARTMENT</b> Recreation and Facilities	<b>EXPECTED LIFESPAN</b> 10 – 12 years
<b>DESCRIPTION • NEED FOR PROJECT</b> <p>The Olympia room is currently equipped with two hot water tanks, which were installed in January 2010. These tanks are responsible for heating the water used in the melt pit and for ice flooding in the Olympia area.</p> <p>These two hot water tanks have reached the end of the recommended useful life. The reason for replacing these two tanks is that there is a potential risk of equipment and building damage, as well as potential downtime for the arena if hot water is not readily available. Exploring high-efficiency alternatives may also be beneficial to help reduce energy costs. Both of these existing hot water tanks are of commercial-grade quality and operate on electricity, with a capacity of 100 gallons each.</p>	
<b>LOCATION</b> Arena	
<b>EFFECT ON OPERATING BUDGET</b> May be minor operating (utility) costs.	

Proposed Funding	2024	2025	2026	2027	2028	Total
Arena Capital Reserve	18,000	-	-	-	-	<b>18,000</b>
<b>Total</b>	<b>18,000</b>	-	-	-	-	<b>18,000</b>

# Capital Budget

---

## Capital Project Information Sheet

<b>PROJECT</b> Arena – Dehumidifier Replacement	
<b>DEPARTMENT</b> Recreation and Facilities	<b>EXPECTED LIFESPAN</b> 20 years
<b>DESCRIPTION • NEED FOR PROJECT</b> Without an effective dehumidification system, moisture-laden air leaking into the arena cools to its dewpoint and makes fog causing dripping and other serious problems for the facility. The dehumidifier that is currently in the arena was installed in October 2002 and contains R22 refrigerant. The R22 refrigerant is no longer supported and unfortunately, we are not able to get the machine recharged.	
<b>LOCATION</b> Arena	
<b>EFFECT ON OPERATING BUDGET</b> n/a	

Proposed Funding	2024	2025	2026	2027	2028	Total
Municipal Sustainability Initiative	100,000	-	-	-	-	<b>100,000</b>
<b>Total</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>

# Capital Budget

---

## Capital Project Information Sheet

<b>PROJECT</b> Arena – Roof Repairs	
<b>DEPARTMENT</b> Recreation and Facilities	<b>EXPECTED LIFESPAN</b> 20+ years
<b>DESCRIPTION • NEED FOR PROJECT</b> In recent years, our staff have observed a recurring issue during the fall and spring seasons. Specifically, water has been consistently dripping from the roof into the dressing rooms and onto the ice surface or cement slab. While Administration has undertaken some minor repairs to address specific trouble spots, it has become evident that cleaning and application of sealant is necessary to completely rectify the problem.	
<b>LOCATION</b> Arena	
<b>EFFECT ON OPERATING BUDGET</b> n/a	

Proposed Funding	2024	2025	2026	2027	2028	Total
Municipal Sustainability Initiative	260,000	-	-	-	-	<b>260,000</b>
<b>Total</b>	<b>260,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>260,000</b>

# Capital Budget

## Capital Project Information Sheet

<b>PROJECT</b> Pool – Changeroom Furnaces	
<b>DEPARTMENT</b> Recreation and Facilities	<b>EXPECTED LIFESPAN</b> 15 – 20 years
<b>DESCRIPTION • NEED FOR PROJECT</b> The changeroom furnaces at the Aquatic Centre were last replaced in November 2007, which means they've been in use for nearly two decades. Our facility operates in a challenging environment, characterized by high humidity and elevated air temperatures. Additionally, during the winter months, we need to deal with the entry of extremely cold air, leading to issues such as rusting and the deterioration of various furnace components. It is recommended to replace the furnaces in their entirety as they have reached the end of their useful life.	
<b>LOCATION</b> Pool	
<b>EFFECT ON OPERATING BUDGET</b> Possible minor operating (utility) costs.	

Proposed Funding	2024	2025	2026	2027	2028	Total
Pool Capital Reserve	50,000	-	-	-	-	50,000
<b>Total</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>

# Capital Budget

---

## Capital Project Information Sheet

<b>PROJECT</b> Parks Fleet Vehicles	
<b>DEPARTMENT</b> Recreation and Facilities	<b>EXPECTED LIFESPAN</b> 10 – 12 years
<b>DESCRIPTION • NEED FOR PROJECT</b> Fleet vehicles need to be replaced regularly to reduce operating costs and remove unsafe vehicles.  The 2007 GMC Pickup truck (unit 116) has reached its end of life. This truck was scheduled to be replaced in 2022.	
<b>LOCATION</b> n/a	
<b>EFFECT ON OPERATING BUDGET</b> Reduced operating costs as older equipment is phased out.	

Proposed Funding	2024	2025	2026	2027	2028	Total
Parks Capital Reserve	60,000	-	-	-	-	60,000
<b>Total</b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60,000</b>

# Capital Budget

---

## Capital Project Information Sheet

<b>PROJECT</b> Mower Replacement Program	
<b>DEPARTMENT</b> Recreation and Facilities	<b>EXPECTED LIFESPAN</b> 7 – 10 years
<b>DESCRIPTION • NEED FOR PROJECT</b> The Town Parks Staff are responsible for mowing all town owned parks and green spaces (including Highway 583). It is essential that we start replacing the older mowers as we have seen an increase in maintenance costs. The Town currently has four mowers that are continually used throughout the summer and fall months.	
<b>LOCATION</b> n/a	
<b>EFFECT ON OPERATING BUDGET</b> Reduced operating costs as older equipment is phased out.	

Proposed Funding	2024	2025	2026	2027	2028	Total
Parks Capital Reserve	15,000	-	-	-	-	15,000
<b>Total</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,000</b>

# Capital Budget

## Capital Project Information Sheet

<b>PROJECT</b> Kinsman Park Rehabilitation	
<b>DEPARTMENT</b> Recreation and Facilities	<b>EXPECTED LIFESPAN</b> 20+ years
<b>DESCRIPTION • NEED FOR PROJECT</b> <p>The existing playground, dating back to 1999, has presented numerous safety concerns over the years. Staff has been actively addressing these issues by removing unsafe elements from the site. Unfortunately, replacing them has been a challenge.</p> <p>On September 11, 2023, Administration presented a Request for Decision to Council concerning the revitalization of Kinsman Park, a project hopefully partially funded through the Community Facility Enhancement Program (CFEP). This grant application was a collaborative effort with the Three Hills Elks.</p> <p>Should the Town and the Elks secure the grant, the project will move forward, as per the Council's direction.</p>	
<b>LOCATION</b> Kinsman Park	
<b>EFFECT ON OPERATING BUDGET</b> n/a	

Proposed Funding	2024	2025	2026	2027	2028	Total
Parks Capital Reserve	92,500	-	-	-	-	92,500
Other Funding (CFEP grant)	92,500	-	-	-	-	92,500
<b>Total</b>	<b>185,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>185,000</b>



# Capital Budget

---

## Capital Project Information Sheet

<b>PROJECT</b> Utilities Fleet Vehicles	
<b>DEPARTMENT</b> Water and Sewer	<b>EXPECTED LIFESPAN</b> 10 – 12 years
<b>DESCRIPTION • NEED FOR PROJECT</b> Fleet vehicles need to be replaced regularly to reduce operating costs and remove unsafe vehicles.	
<b>LOCATION</b> n/a	
<b>EFFECT ON OPERATING BUDGET</b> Reduced operating costs as older equipment is phased out.	

Proposed Funding	2024	2025	2026	2027	2028	Total
Water Capital Reserve	60,000	-	-	-	-	60,000
<b>Total</b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60,000</b>

# Capital Budget

## Proposed 2025 Capital Projects and Funding Sources

Table 30

	Total	Water/Sewer Capital Reserves	General Capital Reserves	Canada Community Building Fund	Municipal Sustainability Initiative	Other Funding	Long Term Debt
<b>Administration</b>							
Hardware Replenishment	17,500	-	17,500	-	-	-	-
Town Hall Lift Replacement	36,750	-	36,750	-	-	-	-
<b>Total Administration</b>	<b>54,250</b>	<b>-</b>	<b>54,250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transportation &amp; Infrastructure</b>							
Asphalt Maint. & Resurfacing Program	350,000	-	150,000	-	200,000	-	-
Fleet Vehicles	60,000	-	60,000	-	-	-	-
Roll Off Flatbed Deck	25,500	-	25,500	-	-	-	-
Gravel Truck	130,000	-	130,000	-	-	-	-
Grader	450,000	-	-	-	200,000	-	250,000
Road Resurfacing (Utilities)	350,000	-	-	200,000	-	-	150,000
<b>Total Transportation &amp; Infrastructure</b>	<b>1,365,500</b>	<b>-</b>	<b>365,500</b>	<b>200,000</b>	<b>400,000</b>	<b>-</b>	<b>400,000</b>
<b>Recreation and Facilities</b>							
Arena - Brine Headers	30,000	-	30,000	-	-	-	-
Pool - Changeroom Floors	30,000	-	30,000	-	-	-	-
Pool - Slide Replacement	100,000	-	-	-	100,000	-	-
Grantville Park Rehabilitation	125,000	-	75,000	-	-	50,000	-
<b>Total Recreation and Facilities</b>	<b>285,000</b>	<b>-</b>	<b>135,000</b>	<b>-</b>	<b>100,000</b>	<b>50,000</b>	<b>-</b>
<b>Water and Sewer</b>							
Equity Pump Station Facility	150,000	150,000	-	-	-	-	-
Water Line Replacement Program	450,000	200,000	-	150,000	100,000	-	-
Sewer Line Replacement Program	200,000	50,000	-	100,000	50,000	-	-
Sewer Lagoon Aeration	175,000	25,000	-	100,000	50,000	-	-
<b>Total Water and Sewer</b>	<b>975,000</b>	<b>425,000</b>	<b>-</b>	<b>350,000</b>	<b>200,000</b>	<b>-</b>	<b>-</b>
<b>Total Capital Program</b>	<b>2,679,750</b>	<b>425,000</b>	<b>554,750</b>	<b>550,000</b>	<b>700,000</b>	<b>50,000</b>	<b>400,000</b>

# Capital Budget

## Proposed 2026 Capital Projects and Funding Sources

Table 31

	Total	Water/Sewer Capital Reserves	General Capital Reserves	Canada Community Building Fund	Municipal Sustainability Initiative	Other Funding	Long Term Debt
<b>Administration</b>							
Hardware Replenishment	30,000	-	30,000	-	-	-	-
<b>Total Administration</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transportation &amp; Infrastructure</b>							
Asphalt Maint. & Resurfacing Program	350,000	-	225,000	-	125,000	-	-
Decorative Lighting	20,000	-	20,000	-	-	-	-
Iron Shield Drainage	1,000,000	-	-	-	-	700,000	300,000
Infrastructure Master Plan	150,000	-	150,000	-	-	-	-
Road Resurfacing (Utilities)	280,000	-	80,000	100,000	-	-	100,000
<b>Total Transportation &amp; Infrastructure</b>	<b>1,800,000</b>	<b>-</b>	<b>475,000</b>	<b>100,000</b>	<b>125,000</b>	<b>700,000</b>	<b>400,000</b>
<b>Recreation and Facilities</b>							
Arena - Zamboni Replacement	300,000	-	100,000	-	200,000	-	-
Comm Centre - LED Lighting	30,000	-	30,000	-	-	-	-
<b>Total Recreation and Facilities</b>	<b>330,000</b>	<b>-</b>	<b>130,000</b>	<b>-</b>	<b>200,000</b>	<b>-</b>	<b>-</b>
<b>Water and Sewer</b>							
Water Line Replacement Program	360,000	200,000	-	100,000	60,000	-	-
Sewer Line Replacement Program	160,000	60,000	-	-	-	-	100,000
Fleet Vehicles	60,000	60,000	-	-	-	-	-
Sewer Treatment Upgrades	75,000	75,000	-	-	-	-	-
Water Treatment Plant Upgrades	150,000	50,000	-	100,000	-	-	-
<b>Total Water and Sewer</b>	<b>805,000</b>	<b>445,000</b>	<b>-</b>	<b>200,000</b>	<b>60,000</b>	<b>-</b>	<b>100,000</b>
<b>Total Capital Program</b>	<b>2,965,000</b>	<b>445,000</b>	<b>635,000</b>	<b>300,000</b>	<b>385,000</b>	<b>700,000</b>	<b>500,000</b>

# Capital Budget

## Proposed 2027 Capital Projects and Funding Sources

Table 32

	Total	Water/Sewer Capital Reserves	General Capital Reserves	Canada Community Building Fund	Municipal Sustainability Initiative	Other Funding	Long Term Debt
<b>Administration</b>							
Hardware Replenishment	15,000	-	15,000	-	-	-	-
<b>Total Administration</b>	<b>15,000</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transportation &amp; Infrastructure</b>							
Asphalt Maint. & Resurfacing Program	375,000	-	150,000	-	100,000	-	125,000
Fleet Vehicles	60,000	-	60,000	-	-	-	-
Loader	290,000	-	90,000	-	200,000	-	-
Road Resurfacing (Utilities)	350,000	-	105,000	100,000	-	-	250,000
<b>Total Transportation &amp; Infrastructure</b>	<b>1,180,000</b>	<b>-</b>	<b>405,000</b>	<b>100,000</b>	<b>300,000</b>	<b>-</b>	<b>375,000</b>
<b>Recreation and Facilities</b>							
Arena - Puckboard Replacement	35,000	-	35,000	-	-	-	-
Arena - Life Breath Unit (air exchange)	20,000	-	20,000	-	-	-	-
Parks Fleet Vehicles	60,000	-	60,000	-	-	-	-
<b>Total Recreation and Facilities</b>	<b>115,000</b>	<b>-</b>	<b>115,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Water and Sewer</b>							
Water Line Replacement Program	585,000	275,000	-	100,000	-	-	210,000
Sewer Line Replacement Program	260,000	185,000	-	75,000	-	-	-
Sewer Treatment Upgrades	100,000	-	-	-	-	-	100,000
Water Treatment Plant Upgrades	100,000	-	-	-	100,000	-	-
<b>Total Water and Sewer</b>	<b>1,045,000</b>	<b>460,000</b>	<b>-</b>	<b>175,000</b>	<b>100,000</b>	<b>-</b>	<b>310,000</b>
<b>Total Capital Program</b>	<b>2,355,000</b>	<b>460,000</b>	<b>535,000</b>	<b>275,000</b>	<b>400,000</b>	<b>-</b>	<b>685,000</b>

# Capital Budget

## Proposed 2028 Capital Projects and Funding Sources

Table 33

	Total	Water/Sewer Capital Reserves	General Capital Reserves	Canada Community Building Fund	Municipal Sustainability Initiative	Other Funding	Long Term Debt
<b>Administration</b>							
Hardware Replenishment	20,000	-	20,000	-	-	-	-
<b>Total Administration</b>	<b>20,000</b>	<b>-</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transportation &amp; Infrastructure</b>							
Asphalt Maint. & Resurfacing Program	375,000	-	125,000	-	100,000	-	150,000
Vehicle Shelter	100,000	-	100,000	-	-	-	-
Road Resurfacing (Utilities)	525,000	-	250,000	175,000	-	-	100,000
<b>Total Transportation &amp; Infrastructure</b>	<b>1,000,000</b>	<b>-</b>	<b>475,000</b>	<b>175,000</b>	<b>100,000</b>	<b>-</b>	<b>250,000</b>
<b>Recreation and Facilities</b>							
Comm Centre - Main Auditorium Walls	60,000	-	-	-	60,000	-	-
<b>Total Recreation and Facilities</b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60,000</b>	<b>-</b>	<b>-</b>
<b>Water and Sewer</b>							
Water Line Replacement Program	675,000	175,000	-	100,000	100,000	-	300,000
Sewer Line Replacement Program	300,000	100,000	-	-	100,000	-	100,000
<b>Total Water and Sewer</b>	<b>975,000</b>	<b>275,000</b>	<b>-</b>	<b>100,000</b>	<b>200,000</b>	<b>-</b>	<b>400,000</b>
<b>Total Capital Program</b>	<b>2,055,000</b>	<b>275,000</b>	<b>495,000</b>	<b>275,000</b>	<b>360,000</b>	<b>-</b>	<b>650,000</b>

# Capital Budget

Five Year Funding Forecast  
Table 34

	Previously Approved	Total	Water/Sewer Capital Reserves	General Capital Reserves	Canada Community Building Fund	Municipal Sustainability Initiative	Other Funding	Long Term Debt
<b>Administration</b>								
Hardware Replenishment	-	100,000	-	100,000	-	-	-	-
Town Hall Lift Replacement	-	36,750	-	36,750	-	-	-	-
<b>Total Administration</b>	-	<b>136,750</b>	-	<b>136,750</b>	-	-	-	-
<b>Transportation &amp; Infrastructure</b>								
1 <sup>st</sup> St N/E - Resurfacing	844,200	-	-	-	-	-	-	-
Asphalt Maint. & Resurfacing Program	-	1,775,000	-	750,000	-	750,000	-	275,000
Fleet Vehicles	-	180,000	-	180,000	-	-	-	-
Decorative Lighting	-	51,000	-	51,000	-	-	-	-
Roll Off Flatbed Deck	-	25,500	-	25,500	-	-	-	-
Gravel Truck	-	130,000	-	130,000	-	-	-	-
Grader	-	450,000	-	-	-	200,000	-	250,000
Iron Shield Drainage	-	1,000,000	-	-	-	-	700,000	300,000
Infrastructure Master Plan	-	150,000	-	150,000	-	-	-	-
Loader	-	290,000	-	90,000	-	200,000	-	-
Vehicle Shelter	-	100,000	-	100,000	-	-	-	-
Road Resurfacing (Utilities)	-	1,610,000	-	435,000	575,000	-	-	600,000
<b>Total Transportation &amp; Infrastructure</b>	<b>844,200</b>	<b>5,761,500</b>	-	<b>1,911,500</b>	<b>575,000</b>	<b>1,150,000</b>	<b>700,000</b>	<b>1,425,000</b>
<b>Waste Management</b>								
Cell Construction	510,000	510,000	-	-	-	-	-	-
<b>Total Waste Management</b>	<b>510,000</b>	<b>510,000</b>	-	-	-	-	-	-
<b>Recreation and Facilities</b>								
Arena - Brine Headers		30,000	-	30,000	-	-	-	-
Arena - Hot Water Tank Replacement		18,000	-	18,000	-	-	-	-
Arena - Dehumidifier Replacement		100,000	-	-	-	100,000	-	-
Arena - Roof Repairs		260,000	-	-	-	260,000	-	-
Arena - Zamboni Replacement		300,000	-	100,000	-	200,000	-	-
Arena - Puckboard Replacement		35,000	-	35,000	-	-	-	-
Arena - Life Breath Unit (air exchange)		20,000	-	20,000	-	-	-	-

# Capital Budget

	Previously Approved	Total	Water/Sewer Capital Reserves	General Capital Reserves	Canada Community Building Fund	Municipal Sustainability Initiative	Other Funding	Long Term Debt
Pool - Changeroom Furnace		55,000	-	55,000	-	-	-	-
Pool - Changeroom Floors		30,000	-	30,000	-	-	-	-
Pool - Slide Replacement		100,000	-	-	-	100,000	-	-
Comm Centre - LED Lighting		30,000	-	30,000	-	-	-	-
Comm Centre - Main Auditorium Walls		60,000	-	-	-	60,000	-	-
Parks Fleet Vehicles		120,000	-	120,000	-	-	-	-
Mower Replacement Program		15,000	-	15,000	-	-	-	-
Kinsman Park Rehabilitation		185,000	-	92,500	-	-	92,500	-
Grantville Park Rehabilitation		125,000	-	75,000	-	-	50,000	-
<b>Total Recreation and Facilities</b>		<b>1,483,000</b>	<b>-</b>	<b>620,500</b>	<b>-</b>	<b>720,000</b>	<b>142,500</b>	<b>-</b>
<b>Water and Sewer</b>								
WTP Residual Retention Pond	1,935,000	-	-	-	-	-	-	-
Pumphouse Replacement	200,000	-	-	-	-	-	-	-
Utilities Replacement 1st St N/E	1,567,800	-	-	-	-	-	-	-
Equity Pump Station Facility	75,000	150,000	150,000	-	-	-	-	-
Water Line Replacement Program	-	2,070,000	850,000	-	450,000	260,000	-	510,000
Sewer Line Replacement Program	-	920,000	395,000	-	175,000	150,000	-	200,000
Fleet Vehicles	-	120,000	120,000	-	-	-	-	-
Sewer Treatment Upgrades	-	175,000	75,000	-	-	-	-	100,000
Sewer Lagoon Aeration	-	175,000	25,000	-	100,000	50,000	-	-
Water Treatment Plant Upgrades	-	250,000	50,000	-	100,000	100,000	-	-
<b>Total Water and Sewer</b>	<b>3,777,800</b>	<b>3,860,000</b>	<b>1,665,000</b>	<b>-</b>	<b>825,000</b>	<b>560,000</b>	<b>-</b>	<b>810,000</b>
Total General Fund	1,354,200	7,381,250	-	2,668,750	575,000	1,870,000	842,500	1,425,000
Total Water Fund	3,777,800	3,860,000	1,665,000	-	825,000	560,000	-	810,000
<b>Total Capital Program</b>	<b>5,132,000</b>	<b>11,241,250</b>	<b>1,665,000</b>	<b>2,668,750</b>	<b>1,400,000</b>	<b>2,430,000</b>	<b>842,500</b>	<b>2,235,000</b>

# Capital Budget

## Capital Improvement Plan by Year

Table 35

	Total	2024	2025	2026	2027	2028
<b>Administration</b>						
Hardware Replenishment	100,000	17,500	17,500	30,000	15,000	20,000
Town Hall Lift Replacement	36,750	-	36,750	-	-	-
<b>Total Administration</b>	<b>136,750</b>	<b>17,500</b>	<b>54,250</b>	<b>30,000</b>	<b>15,000</b>	<b>20,000</b>
<b>Transportation &amp; Infrastructure</b>						
Resurfacing Program	1,775,000	325,000	350,000	350,000	375,000	375,000
Fleet Vehicles	180,000	60,000	60,000	-	60,000	-
Decorative Lighting	51,000	31,000	-	20,000	-	-
Roll Off Flatbed Deck	25,500	-	25,500	-	-	-
Gravel Truck	130,000	-	130,000	-	-	-
Grader	450,000	-	450,000	-	-	-
Iron Shield Drainage	1,000,000	-	-	1,000,000	-	-
Infrastructure Master Plan	150,000	-	-	150,000	-	-
Loader	290,000	-	-	-	290,000	-
Vehicle Shelter	100,000	-	-	-	-	100,000
Road Resurfacing (Utilities)	1,610,000	-	350,000	280,000	455,000	525,000
<b>Total Transportation &amp; Infrastructure</b>	<b>5,761,500</b>	<b>416,000</b>	<b>1,365,500</b>	<b>1,800,000</b>	<b>1,180,000</b>	<b>1,000,000</b>
<b>Recreation and Facilities</b>						
Arena - Brine Headers	30,000	-	30,000	-	-	-
Arena - Hot Water Tank Replacement	18,000	18,000	-	-	-	-
Arena - Dehumidifier Replacement	100,000	100,000	-	-	-	-
Arena - Roof Repairs	260,000	260,000	-	-	-	-
Arena - Zamboni Replacement	300,000	-	-	300,000	-	-
Arena - Puckboard Replacement	35,000	-	-	-	35,000	-
Arena - Life Breath Unit (air exchange)	20,000	-	-	-	20,000	-
Pool - Changeroom Furnace	55,000	55,000	-	-	-	-
Pool - Changeroom Floors	30,000	-	30,000	-	-	-
Pool - Slide Replacement	100,000	-	100,000	-	-	-
Comm Centre - LED Lighting	30,000	-	-	30,000	-	-
Comm Centre - Main Auditorium Walls	60,000	-	-	-	-	60,000
Parks Fleet Vehicles	120,000	60,000	-	-	60,000	-
Mower Replacement Program	15,000	15,000	-	-	-	-
Kinsman Park Rehabilitation	185,000	185,000	-	-	-	-
Grantville Park Rehabilitation	125,000	-	125,000	-	-	-
<b>Total Recreation and Facilities</b>	<b>1,483,000</b>	<b>688,000</b>	<b>290,000</b>	<b>330,000</b>	<b>115,000</b>	<b>60,000</b>
<b>Water and Sewer</b>						
Equity Pump Station Facility	150,000	-	150,000	-	-	-
Water Line Replacement Program	2,070,000	-	450,000	360,000	585,000	675,000
Sewer Line Replacement Program	920,000	-	200,000	160,000	260,000	300,000
Fleet Vehicles	120,000	60,000	-	60,000	-	-
Sewer Treatment Upgrades	175,000	-	-	75,000	100,000	-
Sewer Lagoon Aeration	175,000	-	175,000	-	-	-
Water Treatment Plant Upgrades	250,000	-	-	150,000	100,000	-
<b>Total Water and Sewer</b>	<b>3,860,000</b>	<b>60,000</b>	<b>975,000</b>	<b>805,000</b>	<b>1,045,000</b>	<b>975,000</b>
<b>Total Capital Program</b>	<b>11,241,250</b>	<b>1,181,500</b>	<b>2,684,750</b>	<b>2,965,000</b>	<b>2,355,000</b>	<b>2,055,000</b>



# 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. This is also the basis for developing the town's budget.

### **APPROVED BUDGET**

The final budget passed by Council, which will govern the operations and reporting during the fiscal year.

### **ASSESSMENT**

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

### **ASSETS**

All property, both tangible and intangible, owned by an entity.

### **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. It is a requirement of the town 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.

### **BUDGET**

A financial plan for a specified period of time (year) that matches with all planned revenues and expenditures with various town services.

### **BUDGET CALENDAR**

The schedule of key dates or milestones which the town departments follow in the preparation, adoption and administration of the budget.

### **BUDGET MESSAGE**

The opening section of the budget which provides Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years and the views and recommendations of the Director of Finance.

### **BUDGET RESOLUTION**

The official enactment by Council establishing the legal authority for the town to obligate and expend resources.

### **CAPITAL BUDGET**

A plan of approved capital expenditures to be incurred in the current year and over a period of subsequent future years (long term), identifying each capital project and the method of financing.

### **CAPITAL PROJECT**

Projects, which purchase or construct capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or infrastructure.

### **CHARGE FOR SERVICE**

User charge for services provided by the town.

### **CONTINGENCY ACCOUNT**

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

### **DEBT**

A financial obligation resulting from the borrowing of money. Debts of governments include bonds, notes, and land contracts.

# Appendices

---

## **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.

## **DEPARTMENT**

A major administrative subset of the town which indicates overall management responsibility for an operation or a group of related operations within a functional area. A department is often comprised of several divisions.

## **ENCUMBRANCE**

The commitment of appropriated funds to purchase an item for service. To encumber funds means to set aside or commit funds for a future expenditure.

## **EXPENDITURE**

Use of financial resource for current operating expenses, debt service, capital outlay, and intergovernmental transfers.

## **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.

## **FULL TIME EQUIVALENT POSITION**

A measure to account for all staffing dollars in terms of their value as a staffing unit. For example two (2) half-time positions would equate to one (1) FTE.

## **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**

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

## **GRANT**

A monetary contribution by one governmental unit or other organization to another. Typically, these contributions are made to local governments by the Provincial and Federal Governments.

## **GRANTS IN LIEU OF TAXES**

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

## **INFLATION**

A rise in price levels caused by economic activity.

## **INFRASTRUCTURE**

The facilities and assets employed by the town to deliver services. These facilities and assets are numerous and are not limited to roads, water & wastewater, buildings and vehicles.

# Appendices

---

## **INTERGOVERNMENTAL REVENUE**

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

## **INTERMUNICIPAL COLLABORATION FRAMEWORKS**

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

## **INTERMUNICIPAL DEVELOPMENT PLAN**

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.

## **INVESTMENT INCOME**

Interest and dividend income received from investments and cash balances.

## **LIABILITY**

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

## **LINE ITEM**

A basis for distinguishing types of revenues and expenditures.

## **MISCELLANEOUS REVENUES**

Revenues which are not required to be accounted for elsewhere.

## **MUNICIPAL AFFAIRS**

The Provincial Ministry that assists municipalities in providing well-managed, collaborative, and accountable local government to Albertans.

## **PROGRAM**

A group of activities, operations or organizational units directed to attain specific objectives and are accounted for as such.

## **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.

## **PURCHASED SERVICES**

Services rendered to the town by private firms, individuals, or other government agencies. Examples include equipment maintenance, janitorial services, and professional services.

## **RESERVED 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.

## **REVENUE**

Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

## **SALARIES & BENEFITS**

Items of expenditure in the operating budget for salaries and wages paid for services performed by town employees.

## **TAXES**

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.

## **TAX LEVY**

The total amount to be raised by general property taxes for operating and debt services purposes.

# Appendices

---

## **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.

## **TRAINING & DEVELOPMENT**

Items of expenditure for travel and training costs incurred by the town on behalf of employees. These include mileage, meals, courses, conferences, training sessions, conventions and other travel.

## **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.

## **USER CHARGE/FEE**

The payment for direct receipt of a public service by the party benefiting from the service.

## **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 · Abbreviations

**ABMunis**

Alberta Municipalities (organization)

**ACFA**

Alberta Capital Finance Authority

**AFRRCS**

Alberta First Responders Radio Communications System

**AMSC**

Alberta Municipal Services Corporation

**AMWWP**

Alberta Municipal Water/Wastewater Partnership

**CAEP**

Central Alberta Economic Partnership

**CAO**

Chief Administrative Officer

**CCBF**

Canada Community Building Fund

**CIP**

Capital Investment Plan

**CPI**

Consumer Price Index (Alberta)

**CPP**

Canada Pension Plan

**CUPE**

Canadian Union of Public Employees

**EI**

Employment Insurance

**EMO**

Emergency Management Operations

**FCSS**

Family & Community Support Services

**FTE**

Full time equivalent

**GAAP**

Generally Accepted Accounting Principals

**GILT**

Grants In Lieu of Taxes

**GIS**

Geographical Information System

**GST**

Goods and Services Tax

**ICF**

Intermunicipal Collaboration Frameworks

**ICFC**

Intermunicipal Collaborative Framework Committee

**ICS**

Incident Command System

**IDP**

Intermunicipal Development Plan

**IT**

Information Technology

**KHC**

Kneehill Housing Corporation

**KM**

Kilometre

**KRP**

Kneehill Regional Partnership

**LAPP**

Local Authorities Pension Plan

**LGFF**

Local Government Fiscal Framework (successor of the MSI Program)

# Appendices

---

**LIC**

Local Improvement Charge

**MOU**

Memorandum of Understanding

**MPC**

Municipal Planning Commission

**R & M**

Repairs & maintenance

**RDMUG**

Red Deer River Municipal Users Group

**RSDAB**

Regional Subdivision & Development Appeal Board

**PAC**

Police Advisory Committee (Three Hills Detachment)

**PSAB**

Public Sector Accounting Board

**SCBA**

Self Contained Breathing Apparatus

**SAEWA**

Southern Alberta Energy from Waste Association

**TLR**

Tax Levy Requirement

**VFD**

Variable Frequency Drive

**WRRP**

Watershed Resiliency and Restoration Program

**WTP**

Water Treatment Plant

**WWTP**

Wastewater (or Sewer) Treatment Plant

# Appendices

## Appendix III · Proposed Staffing

Proposed staffing is expressed in terms of full-time equivalents or 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.

### Proposed Staffing Complement

Table 36

	Proposed FTE 2024	Approved FTE 2023
Administration	6.9	6.9
Fire Protection	0.5	0.5
Bylaw and Disaster Services	0.5	0.5
Public Works	5.8	6.8
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	8.7
Arena	2.0	2.0
Parks	3.1	3.3
<b>Total</b>	<b>36.6</b>	<b>38.1</b>

## Schedule of Changes

Table 37

	Proposed FTE 2024
<b>Public Works</b>	
Equipment Operator	(1.0)
<b>Pool</b>	
Lifeguards	(0.3)
<b>Parks</b>	
Seasonal staff	(0.2)
<b>Total</b>	<b>(1.5)</b>

Proposed changes for 2024 include:

- Reduction of an equipment operator position in 2024.
- Minor decrease (0.3 FTE) of lifeguard hours compared to 2023; this will not impact operations.
- Reduction in seasonal parks staffing totaling 0.2 FTE.

# Appendices

---

## Appendix IV · Three Year Operating Budget

In addition to the 2024 budget, the Town of Three Hills 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 are able to 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%
- Utilities – negative 2.0% to 2.0% - the utility rate increase impacted the 2022 and 2023 budgets. Starting in 2024, the Town expects utility expense decreases due to our participation in the ABMuni's Power+ program.
- Vehicle costs – 2.0% to 5.0% - vehicle and fuel cost are expected to peak in 2023, and decrease in future years.
- 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. Example of these include:

- Addition or removal of single year initiatives from the budget. For example, the proposed 2024 budget shows a grant (contribution) to assist in the funding of regional fire equipment, and this was backed out in future years.
- Known revenue or expenditure items, such as our locked in energy rates or changes in MSI operating funds.
- Potential or likely revenue or expenditure items. Examples include potential changes to garbage and recycle contracted services costs or ongoing increased costs for professional services.

It is important to note that these are forecasts only and 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 38

	Projected 2023 Actual	Proposed 2024 Budget	2025 Forecast	Change (\$)	Change (%)	2026 Forecast	Change (\$)	Change (%)
Legislative Services	261,520	230,780	234,940	4,160	1.8	239,560	4,620	1.9
Administrative Services	943,080	984,270	1,007,230	22,960	2.3	1,041,170	33,940	3.3
Protective Services	391,650	776,150	452,400	(323,750)	(41.7)	466,550	14,150	3.0
Works and Infrastructure	1,270,410	1,237,090	1,255,370	18,280	1.5	1,300,060	44,690	3.4
Water and Wastewater	1,752,330	1,770,350	1,787,320	16,970	1.0	1,857,450	70,130	3.8
Waste Management	521,580	590,440	687,560	97,120	16.4	744,370	56,810	7.6
Planning and Development	106,790	100,390	106,120	5,730	5.7	107,210	1,090	1.0
Recreation and Cultural Programs	272,430	292,630	286,250	(6,380)	(2.2)	293,760	7,510	2.6
Recreation Facilities	1,754,890	1,782,740	1,777,930	(4,810)	(0.3)	1,814,470	36,540	2.0
Corporate Expenses	1,025,020	1,036,880	1,060,970	24,090	2.3	1,094,140	33,170	3.0
<b>Operating Expenses</b>	<b>8,299,700</b>	<b>8,801,720</b>	<b>8,656,090</b>	<b>(145,630)</b>	<b>(1.7)</b>	<b>8,958,740</b>	<b>302,650</b>	<b>3.4</b>
Debt and Capital Charges	2,702,220	2,735,250	2,870,620	135,370	4.9	3,023,450	152,830	5.1
<b>Total Expenses</b>	<b>11,001,920</b>	<b>11,536,970</b>	<b>11,526,710</b>	<b>(10,260)</b>	<b>(0.1)</b>	<b>11,982,190</b>	<b>455,480</b>	<b>3.8</b>
Departmental Revenues	(6,594,890)	(6,887,190)	(6,769,370)	117,820	(1.7)	(7,022,950)	(253,580)	3.6
Remittances Collected	(928,070)	(943,190)	(972,430)	(29,240)	3.1	(1,001,600)	(29,170)	2.9
<b>Net Operating Expenses</b>	<b>3,478,960</b>	<b>3,706,590</b>	<b>3,784,910</b>	<b>78,320</b>	<b>2.1</b>	<b>3,957,640</b>	<b>172,730</b>	<b>4.4</b>
Tax Revenue	(3,574,160)	(3,537,860)	(3,616,180)	(78,320)	2.2	(3,788,910)	(172,730)	4.6
<b>General (Surplus)/Deficit</b>	<b>(95,200)</b>	<b>168,730</b>	<b>168,730</b>			<b>168,730</b>		

The deficit amount of \$168,730 matches the proposed amount presented earlier in the budget. Council will deal with this deficit during deliberations; for the purposes of this exercise, the deficit is shown in all three years of the projected budget.

Based on these forecasts, net operating expenditures (departmental revenues less total expenses) are projected to increase by 2.1% in 2025 and by 4.4% in 2026. To potentially fund these increases, tax revenues could increase by 2.2% in 2025 and then by 4.6% in 2026. Projected increases to required tax revenue are forecasts only could be mitigated by Council by constraining expenses or through alternative revenue sources, reducing impacts to ratepayers.

# Appendices

## Summary by Component – Three Year Operating Budget Forecast

Table 39

	Projected 2023 Actual	Proposed 2024 Budget	2025 Forecast	Change (\$)	Change (%)	2026 Forecast	Change (\$)	Change (%)
Salaries & Benefits	3,170,750	3,279,140	3,394,710	115,570	3.5	3,488,170	93,460	2.7
Training & Development	65,700	78,820	89,010	10,190	12.9	92,670	3,660	3.9
Professional & Consultant Fees	1,267,480	1,354,020	1,394,730	40,710	3.0	1,477,630	82,900	5.6
Materials & Supplies	644,020	765,540	769,680	4,140	0.5	800,100	30,420	3.8
Repairs & Maintenance	383,050	304,170	288,640	(15,530)	(5.1)	300,420	11,780	3.9
Vehicle & Equipment	285,450	239,780	253,240	13,460	5.6	266,530	13,290	5.0
Utilities & Communications	1,104,200	1,058,150	1,034,390	(23,760)	(2.2)	1,055,150	20,760	2.0
Insurance	154,420	172,810	189,330	16,520	9.6	200,170	10,840	5.4
Bank & Other Charges	38,230	48,490	50,130	1,640	3.4	52,530	2,400	4.6
Grants	258,330	557,610	219,800	(337,810)	(60.6)	223,770	3,970	1.8
Remittances to Other Entities	928,070	943,190	972,430	29,240	3.1	1,001,600	29,170	2.9
<b>Total</b>	<b>8,299,700</b>	<b>8,801,720</b>	<b>8,656,090</b>	<b>(145,630)</b>	<b>(1.7)</b>	<b>8,958,740</b>	<b>302,650</b>	<b>3.4</b>
Departmental Revenues	(6,594,890)	(6,887,190)	(6,769,370)	117,820	(1.7)	(7,022,950)	(253,580)	3.6
Remittances Collected	(928,070)	(943,190)	(972,430)	(29,240)	3.1	(1,001,600)	(29,170)	2.9
<b>Net Operating Expenses</b>	<b>776,740</b>	<b>971,340</b>	<b>914,290</b>	<b>(57,050)</b>	<b>(5.9)</b>	<b>934,190</b>	<b>19,900</b>	<b>2.1</b>
Debt and Capital Charges	2,702,220	2,735,250	2,870,620	135,370	4.9	3,023,450	152,830	5.1
<b>Tax Levy Requirement</b>		<b>3,537,860</b>	<b>3,616,180</b>	<b>78,320</b>	<b>2.2</b>	<b>3,788,910</b>	<b>172,730</b>	<b>4.6</b>

# Appendices

## Legislative Services – Three Year Operating Budget Forecast

Table 40

	Projected 2023 Actual	Proposed 2024 Budget	2025 Forecast	Change (\$)	Change (%)	2026 Forecast	Change (\$)	Change (%)
Salaries & Benefits	119,120	125,830	127,970	2,140	1.7	130,660	2,690	2.1
Training & Development	16,130	14,100	15,100	1,000	7.1	15,550	450	2.9
Materials & Supplies	38,420	35,410	36,400	990	2.8	37,860	1,460	3.9
Utilities & Communications	3,600	3,600	3,600	-	-	3,600	-	-
Insurance	-	390	420	30	7.7	440	20	4.5
Grants	84,250	51,450	51,450	-	-	51,450	-	-
<b>Total Legislative Services</b>	<b>261,520</b>	<b>230,780</b>	<b>234,940</b>	<b>4,160</b>	<b>1.8</b>	<b>239,560</b>	<b>4,620</b>	<b>1.9</b>
Departmental Revenues	-	-	-	-	-	-	-	-
<b>Net Operating Expenses</b>	<b>261,520</b>	<b>230,780</b>	<b>234,940</b>	<b>4,160</b>	<b>1.8</b>	<b>239,560</b>	<b>4,620</b>	<b>1.9</b>
Debt and Capital Charges	-	-	-	-	-	-	-	-
<b>Tax Levy Requirement</b>	<b>261,520</b>	<b>230,780</b>	<b>234,940</b>	<b>4,160</b>	<b>1.8</b>	<b>239,560</b>	<b>4,620</b>	<b>1.9</b>

## Administrative Services – Three Year Operating Budget Forecast

Table 41

	Projected 2023 Actual	Proposed 2024 Budget	2025 Forecast	Change (\$)	Change (%)	2026 Forecast	Change (\$)	Change (%)
Salaries & Benefits	666,770	690,500	711,910	21,410	3.1	735,400	23,490	3.2
Training & Development	21,730	30,490	34,180	3,690	12.1	35,790	1,610	4.5
Professional & Consultant Fees	117,580	108,840	97,090	(11,750)	(10.8)	101,940	4,850	4.8
Materials & Supplies	64,560	83,860	97,360	13,500	16.1	99,700	2,340	2.3
Repairs & Maintenance	9,150	4,500	4,590	90	2.0	4,950	360	7.3
Vehicle & Equipment	4,570	4,850	1,260	(3,590)	(74.0)	1,400	140	10.0
Utilities & Communications	41,860	42,870	41,160	(1,710)	(4.0)	41,700	540	1.3
Insurance	12,040	14,040	15,360	1,320	9.4	15,880	520	3.3
Bank & Other Charges	4,820	4,320	4,320	-	-	4,410	90	2.0
<b>Total Administrative Services</b>	<b>943,080</b>	<b>984,270</b>	<b>1,007,230</b>	<b>22,960</b>	<b>2.3</b>	<b>1,041,170</b>	<b>33,940</b>	<b>3.3</b>
Departmental Revenues	(33,340)	(34,720)	(35,450)	(730)	2.1	(36,510)	(1,060)	2.9
<b>Net Operating Expenses</b>	<b>909,740</b>	<b>949,550</b>	<b>971,780</b>	<b>22,230</b>	<b>2.3</b>	<b>1,004,660</b>	<b>32,880</b>	<b>3.3</b>
Debt and Capital Charges	28,010	29,110	30,860	1,750	6.0	33,020	2,160	6.5
<b>Tax Levy Requirement</b>	<b>937,750</b>	<b>978,660</b>	<b>1,002,640</b>	<b>23,980</b>	<b>2.5</b>	<b>1,037,680</b>	<b>35,040</b>	<b>3.4</b>

# Appendices

## Protective Services – Three Year Operating Budget Forecast

Table 42

	Projected 2023 Actual	Proposed 2024 Budget	2025 Forecast	Change (\$)	Change (%)	2026 Forecast	Change (\$)	Change (%)
Salaries & Benefits	108,000	130,870	136,370	5,500	4.2	141,010	4,640	3.3
Training & Development	6,180	9,630	10,690	1,060	11.0	10,260	(430)	(4.2)
Professional & Consultant Fees	208,900	224,820	219,420	(5,400)	(2.4)	226,220	6,800	3.0
Materials & Supplies	14,190	19,100	22,390	3,290	17.2	23,600	1,210	5.1
Repairs & Maintenance	4,000	8,100	8,430	330	4.1	8,260	(170)	(2.1)
Vehicle & Equipment	9,960	10,550	11,930	1,380	13.1	12,880	950	7.4
Utilities & Communications	29,230	29,280	28,370	(910)	(3.1)	28,770	400	1.4
Insurance	10,190	12,790	13,800	1,010	7.9	14,550	750	5.2
Grants	1,000	331,010	1,000	(330,010)	(99.7)	1,000	-	-
<b>Total Protective Services</b>	<b>391,650</b>	<b>776,150</b>	<b>452,400</b>	<b>(323,750)</b>	<b>(41.7)</b>	<b>466,550</b>	<b>14,150</b>	<b>3.0</b>
Departmental Revenues	(85,850)	(409,980)	(100,470)	309,510	(75.5)	(105,190)	(4,720)	4.5
<b>Net Operating Expenses</b>	<b>305,800</b>	<b>366,170</b>	<b>351,930</b>	<b>(14,240)</b>	<b>(3.9)</b>	<b>361,360</b>	<b>9,430</b>	<b>2.6</b>
Debt and Capital Charges	70,930	73,240	76,900	3,660	5.0	81,900	5,000	6.1
<b>Tax Levy Requirement</b>	<b>376,730</b>	<b>439,410</b>	<b>428,830</b>	<b>(10,580)</b>	<b>(2.4)</b>	<b>443,260</b>	<b>14,430</b>	<b>3.3</b>

## Works and Infrastructure – Three Year Operating Budget Forecast

Table 43

	Projected 2023 Actual	Proposed 2024 Budget	2025 Forecast	Change (\$)	Change (%)	2026 Forecast	Change (\$)	Change (%)
Salaries & Benefits	499,520	530,790	542,470	11,680	2.2	558,200	15,730	2.8
Training & Development	2,600	2,600	3,640	1,040	40.0	4,090	450	11.0
Professional & Consultant Fees	81,860	57,920	60,760	2,840	4.9	64,220	3,460	5.4
Materials & Supplies	182,690	197,400	191,280	(6,120)	(3.1)	200,270	8,990	4.5
Repairs & Maintenance	96,300	88,720	91,120	2,400	2.7	92,940	1,820	2.0
Vehicle & Equipment	134,590	96,140	103,160	7,020	7.3	107,290	4,130	3.8
Utilities & Communications	245,650	231,510	229,190	(2,320)	(1.0)	237,900	8,710	3.7
Insurance	20,200	25,610	27,350	1,740	6.8	27,980	630	2.3
Bank & Other Charges	7,000	6,400	6,400	-	-	7,170	770	10.7
<b>Total Works &amp; Infrastructure</b>	<b>1,270,410</b>	<b>1,237,090</b>	<b>1,255,370</b>	<b>18,280</b>	<b>1.5</b>	<b>1,300,060</b>	<b>44,690</b>	<b>3.4</b>
Departmental Revenues	(211,030)	(236,230)	(255,360)	(19,130)	8.1	(265,570)	(10,210)	3.8
<b>Net Operating Expenses</b>	<b>1,059,380</b>	<b>1,000,860</b>	<b>1,000,010</b>	<b>(850)</b>	<b>(0.1)</b>	<b>1,034,490</b>	<b>34,480</b>	<b>3.3</b>
Debt and Capital Charges	433,460	298,290	321,560	23,270	7.8	350,500	28,940	8.3
<b>Tax Levy Requirement</b>	<b>1,492,840</b>	<b>1,299,150</b>	<b>1,321,570</b>	<b>22,420</b>	<b>1.7</b>	<b>1,384,990</b>	<b>63,420</b>	<b>4.6</b>

# Appendices

## Water and Wastewater – Three Year Operating Budget Forecast

Table 44

	Projected 2023 Actual	Proposed 2024 Budget	2025 Forecast	Change (\$)	Change (%)	2026 Forecast	Change (\$)	Change (%)
Salaries & Benefits	652,940	648,380	704,790	56,410	8.7	728,750	23,960	3.3
Training & Development	8,000	8,150	9,290	1,140	14.0	9,540	250	2.6
Professional & Consultant Fees	308,110	348,690	308,940	(39,750)	(11.4)	324,080	15,140	4.7
Materials & Supplies	190,970	273,240	267,780	(5,460)	(2.0)	280,900	13,120	4.7
Repairs & Maintenance	196,600	95,700	100,580	4,880	5.1	104,600	4,020	3.8
Vehicle & Equipment	46,020	40,440	41,610	1,170	2.9	44,560	2,950	6.6
Utilities & Communications	293,110	291,500	281,590	(9,910)	(3.4)	285,530	3,940	1.4
Insurance	50,980	51,750	60,240	8,490	16.4	66,990	6,750	10.1
Bank & Other Charges	5,600	12,500	12,500	-	-	12,500	-	-
<b>Total Water and Wastewater</b>	<b>1,752,330</b>	<b>1,770,350</b>	<b>1,787,320</b>	<b>16,970</b>	<b>1.0</b>	<b>1,857,450</b>	<b>70,130</b>	<b>3.8</b>
Departmental Revenues	(3,087,210)	(3,154,290)	(3,257,260)	(102,970)	3.3	(3,418,550)	(161,290)	4.7
<b>Net Operating Expenses</b>	<b>(1,334,880)</b>	<b>(1,383,940)</b>	<b>(1,469,940)</b>	<b>(86,000)</b>	<b>6.2</b>	<b>(1,561,100)</b>	<b>(91,160)</b>	<b>5.8</b>
Debt and Capital Charges	1,276,380	1,433,350	1,519,350	86,000	6.0	1,610,510	91,160	5.7
<b>Tax Levy Requirement</b>	<b>(58,500)</b>	<b>49,410</b>	<b>49,410</b>	<b>-</b>	<b>-</b>	<b>49,410</b>	<b>-</b>	<b>-</b>

## Waste Management – Three Year Operating Budget Forecast

Table 45

	Projected 2023 Actual	Proposed 2024 Budget	2025 Forecast	Change (\$)	Change (%)	2026 Forecast	Change (\$)	Change (%)
Salaries & Benefits	158,200	167,380	171,400	4,020	2.4	174,660	3,260	1.9
Training & Development	600	1,100	1,600	500	45.5	1,850	250	13.5
Professional & Consultant Fees	271,360	327,850	417,030	89,180	27.2	464,990	47,960	10.3
Materials & Supplies	41,440	46,480	44,760	(1,720)	(3.7)	45,660	900	2.0
Repairs & Maintenance	4,000	4,500	4,500	-	-	4,820	320	6.6
Vehicle & Equipment	24,210	22,960	26,730	3,770	16.4	30,470	3,740	12.3
Utilities & Communications	14,780	12,590	13,610	1,020	8.1	13,880	270	1.9
Insurance	4,990	5,080	5,430	350	6.9	5,540	110	2.0
Bank & Other Charges	2,000	2,500	2,500	-	-	2,500	-	-
<b>Total Waste Management</b>	<b>521,580</b>	<b>590,440</b>	<b>687,560</b>	<b>97,120</b>	<b>16.4</b>	<b>744,370</b>	<b>56,810</b>	<b>7.6</b>
Departmental Revenues	(754,620)	(792,030)	(827,430)	(35,400)	4.5	(886,180)	(58,750)	6.6
<b>Net Operating Expenses</b>	<b>(233,040)</b>	<b>(201,590)</b>	<b>(139,870)</b>	<b>61,720</b>	<b>(30.6)</b>	<b>(141,810)</b>	<b>(1,940)</b>	<b>1.4</b>
Debt and Capital Charges	154,500	119,810	127,000	7,190	6.0	135,890	8,890	6.5
<b>Tax Levy Requirement</b>	<b>(78,540)</b>	<b>(81,780)</b>	<b>(12,870)</b>	<b>68,910</b>	<b>(84.3)</b>	<b>(5,920)</b>	<b>6,950</b>	<b>(117.4)</b>

# Appendices

## Planning and Development – Three Year Operating Budget Forecast

Table 46

	Projected 2023 Actual	Proposed 2024 Budget	2025 Forecast	Change (\$)	Change (%)	2026 Forecast	Change (\$)	Change (%)
Salaries & Benefits	45,330	46,540	47,940	1,400	3.0	48,990	1,050	2.1
Training & Development	2,650	2,440	3,440	1,000	41.0	4,020	580	14.4
Professional & Consultant Fees	35,090	29,040	32,290	3,250	11.2	31,320	(970)	(3.1)
Materials & Supplies	18,490	18,340	18,340	-	-	18,740	400	2.1
Vehicle & Equipment	600	320	320	-	-	320	-	-
Utilities & Communications	1,380	1,060	1,040	(20)	(1.9)	1,030	(10)	(1.0)
Insurance	750	900	1,000	100	11.1	1,040	40	3.8
Grants	2,500	1,750	1,750	-	-	1,750	-	-
<b>Total Planning and Development</b>	<b>106,790</b>	<b>100,390</b>	<b>106,120</b>	<b>5,730</b>	<b>5.7</b>	<b>107,210</b>	<b>1,090</b>	<b>1.0</b>
Departmental Revenues	(33,050)	(28,650)	(30,680)	(2,030)	7.1	(31,600)	(920)	2.9
<b>Net Operating Expenses</b>	<b>73,740</b>	<b>71,740</b>	<b>75,440</b>	<b>3,700</b>	<b>5.2</b>	<b>75,610</b>	<b>170</b>	<b>0.2</b>
Debt and Capital Charges	700	750	800	50	6.7	860	60	7.0
<b>Tax Levy Requirement</b>	<b>74,440</b>	<b>72,490</b>	<b>76,240</b>	<b>3,750</b>	<b>5.2</b>	<b>76,470</b>	<b>230</b>	<b>0.3</b>

## Recreation and Cultural Programs – Three Year Operating Budget Forecast

Table 47

	Projected 2023 Actual	Proposed 2024 Budget	2025 Forecast	Change (\$)	Change (%)	2026 Forecast	Change (\$)	Change (%)
Salaries & Benefits	76,180	88,970	90,220	1,250	1.4	92,660	2,440	2.6
Training & Development	1,660	3,290	2,790	(500)	(15.2)	2,870	80	2.8
Professional & Consultant Fees	3,180	830	870	40	4.8	870	-	-
Materials & Supplies	1,090	2,190	2,610	420	19.2	2,900	290	10.0
Repairs & Maintenance	2,500	2,500	2,500	-	-	2,670	170	6.4
Utilities & Communications	13,380	14,100	13,820	(280)	(2.0)	13,960	140	1.0
Insurance	3,860	7,350	7,840	490	6.7	8,260	420	5.1
Grants	170,580	173,400	165,600	(7,800)	(4.5)	169,570	3,970	2.3
<b>Total Rec and Cultural Programs</b>	<b>272,430</b>	<b>292,630</b>	<b>286,250</b>	<b>(6,380)</b>	<b>(2.2)</b>	<b>293,760</b>	<b>7,510</b>	<b>2.6</b>
Departmental Revenues	-	-	-	-	-	-	-	-
<b>Net Operating Expenses</b>	<b>272,430</b>	<b>292,630</b>	<b>286,250</b>	<b>(6,380)</b>	<b>(2.2)</b>	<b>293,760</b>	<b>7,510</b>	<b>2.6</b>
Debt and Capital Charges	6,900	7,250	7,690	440	6.1	8,230	540	6.6
<b>Tax Levy Requirement</b>	<b>279,330</b>	<b>299,880</b>	<b>293,940</b>	<b>(5,940)</b>	<b>(2.0)</b>	<b>301,990</b>	<b>8,050</b>	<b>2.7</b>

# Appendices

## Parks and Facilities – Three Year Operating Budget Forecast

Table 48

	Projected 2023 Actual	Proposed 2024 Budget	2025 Forecast	Change (\$)	Change (%)	2026 Forecast	Change (\$)	Change (%)
Salaries & Benefits	844,690	849,880	861,640	11,760	1.4	877,840	16,200	1.8
Training & Development	6,150	7,020	8,280	1,260	17.9	8,700	420	4.8
Professional & Consultant Fees	173,300	179,520	187,940	8,420	4.7	190,360	2,420	1.3
Materials & Supplies	76,170	84,680	82,950	(1,730)	(2.0)	84,430	1,480	1.8
Repairs & Maintenance	70,500	100,150	76,920	(23,230)	(23.2)	82,180	5,260	6.4
Vehicle & Equipment	65,500	64,520	68,230	3,710	5.8	69,610	1,380	2.0
Utilities & Communications	461,210	431,640	422,010	(9,630)	(2.2)	428,780	6,770	1.6
Insurance	51,410	54,900	57,890	2,990	5.4	59,490	1,600	2.7
Bank & Other Charges	5,960	10,430	12,070	1,640	15.7	13,080	1,010	7.7
<b>Total Parks and Facilities</b>	<b>1,754,890</b>	<b>1,782,740</b>	<b>1,777,930</b>	<b>(4,810)</b>	<b>(0.3)</b>	<b>1,814,470</b>	<b>36,540</b>	<b>2.0</b>
Departmental Revenues	(650,490)	(647,810)	(679,240)	(31,430)	4.9	(695,870)	(16,630)	2.4
<b>Net Operating Expenses</b>	<b>1,104,400</b>	<b>1,134,930</b>	<b>1,098,690</b>	<b>(36,240)</b>	<b>(3.2)</b>	<b>1,118,600</b>	<b>19,910</b>	<b>1.8</b>
Debt and Capital Charges	295,840	305,950	318,960	13,010	4.3	335,040	16,080	4.8
<b>Tax Levy Requirement</b>	<b>1,400,240</b>	<b>1,440,880</b>	<b>1,417,650</b>	<b>(23,230)</b>	<b>(1.6)</b>	<b>1,453,640</b>	<b>35,990</b>	<b>2.5</b>

## Corporate Expenses – Three Year Operating Budget Forecast

Table 49

	Projected 2023 Actual	Proposed 2024 Budget	2025 Forecast	Change (\$)	Change (%)	2026 Forecast	Change (\$)	Change (%)
Professional & Consultant Fees	68,100	76,510	70,390	(6,120)	(8.0)	73,630	3,240	4.4
Materials & Supplies	16,000	4,840	5,810	970	20.0	6,040	230	3.8
Bank & Other Charges	12,850	12,340	12,340	-	-	12,870	530	4.1
Remittances to Other Entities	928,070	943,190	972,430	29,240	3.1	1,001,600	29,170	2.9
<b>Total Corporate Expenses</b>	<b>1,025,020</b>	<b>1,036,880</b>	<b>1,060,970</b>	<b>24,090</b>	<b>2.3</b>	<b>1,094,140</b>	<b>33,170</b>	<b>3.0</b>
Departmental Revenues	(6,241,530)	(6,064,530)	(6,064,530)	-	-	(6,064,530)	-	-
<b>Net Operating Expenses</b>	<b>(5,216,510)</b>	<b>(5,027,650)</b>	<b>(5,003,560)</b>	<b>24,090</b>	<b>(0.5)</b>	<b>(4,970,390)</b>	<b>33,170</b>	<b>(0.7)</b>
Debt and Capital Charges	435,500	467,500	467,500	-	-	467,500	-	-
<b>Tax Levy Requirement</b>	<b>(4,781,010)</b>	<b>(4,560,150)</b>	<b>(4,536,060)</b>	<b>24,090</b>	<b>(0.5)</b>	<b>(4,502,890)</b>	<b>33,170</b>	<b>(0.7)</b>



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

**p** (403) 443-5822  
**f** (403) 443-2616

[info@threehills.ca](mailto:info@threehills.ca)





Town of Three Hills

232 Main St, Box 610  
Three Hills, AB TOM 2A0

p (403) 443-5822  
f (403) 443-2616

[www.threehills.ca](http://www.threehills.ca)  
[info@threehills.ca](mailto:info@threehills.ca)