

# Municipal Budget

2025-2027



MUNICIPALITY OF  
**JASPER**





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# Department Statistics

## Community Development



**27** Community Conversations took place, totaling **31.5 hours**



**12** Community Dinners served **5,830** people



**1256** recreation memberships sold. **27,522** member visits. **2551** drop-in visits



**61 items** loaned from the Library of Things



**187** baseball games and **311** soccer games & practices at local fields



**74** children attended Out-of-School-Care. **104** children attended Wildflowers Childcare



**5** events hosted at the Centennial Park tent, **7** at Commemoration Park and **10** at Robson Park



**184** bookings in the Quorum room at the Library & Cultural Centre



**205** Community Programs Offered through Community Outreach Services with **8327** Program Participants



# Department Statistics

## Housing



**\$13M** CMHC apartment loan secured. **\$14M** CHMC Housing accelerator fund application submitted.

## Transit



**41,850** trips provided over 11 months of operation. **2** accessible buses added to service

## Operations



**921 917 000 L** of water produced. **853 705 000 L** of wastewater treated **1 306 930 kg** of biosolids produced.

## Communications



**579 500** website visits. Facebook **21438** followers, **2446** new Instagram followers, for a total of **3859**

## Protective & Legislative



**26** sidewalk seating permits issued

**70** street and public space use permits issued



**374** domestic animal licences issued



**90** Council agendas and meeting minutes created. Over **95 hours** of Council Meetings posted to YouTube. **473** Council motions & **5** Proclamations



**7** new paid firefighters. **31** active members. Responded to over **200 calls** totaling **1065 hours**. Over **2000** training hours for firefighters. During the Jasper Complex Wildfire volunteers contributed **4517** hours.



# Message from the Chief Administrative Officer (CAO)



As we present the 2025 budget for the Municipality of Jasper, we reflect on a year marked by immense challenges and the resilience of our community. The 2024 Jasper Wildfire Complex brought significant hardships, including the evacuation of our community during prime summer visitor season, the loss of over 800 housing units, and an \$300 million reduction in municipal property assessments. These impacts will continue to be felt our community and profoundly shape municipal budgets for years to come.

This budget reflects Council's commitment to helping residents and businesses stabilize and rebuild, supported by the financial assistance of both the provincial and federal governments. Broadly, through the Disaster Recovery Program (DRP), and land rent waivers as well as specifically for interim housing and other recovery related initiatives.

Recognizing Jasper's preexisting challenges of being a Tourism-Based community, financial support from the other orders of government will continue to be critical in advancing recovery while the municipality's already burdened taxbase recovers. Many of the term positions essential to our recovery efforts are funded through the DRP, allowing us to maintain service levels while addressing new needs, without adding to the 2025 tax burden.

In response to the devastation, 2025 will see the establishment of two critical new departments: the Joint Recovery Coordination Centre (JRCC) and the Urban Design and Standards Department. These initiatives underscore our commitment to a coordinated recovery effort and the thoughtful rebuilding of Jasper. The JRCC will focus on aligning resources and strategies with partners, ensuring a unified response to recovery needs, while the Urban Design and Standards Department will guide the redevelopment of our urban landscape to serve both immediate needs and future aspirations.

Outside of recovery, budget changes this year are largely driven by non-optional factors, including inflation—which thankfully shows signs of cooling—incremental increases in labour costs, previously anticipated debenture payments for both the construction of the transit fleet facility and the modernization of our recreation facilities.

2025 also brings exciting developments for our community. Construction will begin on the Jasper Municipal Housing Corporation's 40-unit affordable housing complex, an essential project to help address the pressing housing needs intensified by the wildfire. Furthermore, after two years of extensive modernization, we are thrilled to resume regular operations at our Activity Centre, Fitness & Aquatics Centre, and Arena, providing renewed, accessible spaces for recreation and community connection.

Together, we are building a stronger, more resilient Jasper, with professionalism, empathy, accountability, respect, communication, and teamwork guiding our path forward. To all Municipality of Jasper employees and community members who have shown remarkable resilience, thank you.



# Mission Statement

To provide open, honest, and accountable government to the residents of Jasper.

## Corporate Values

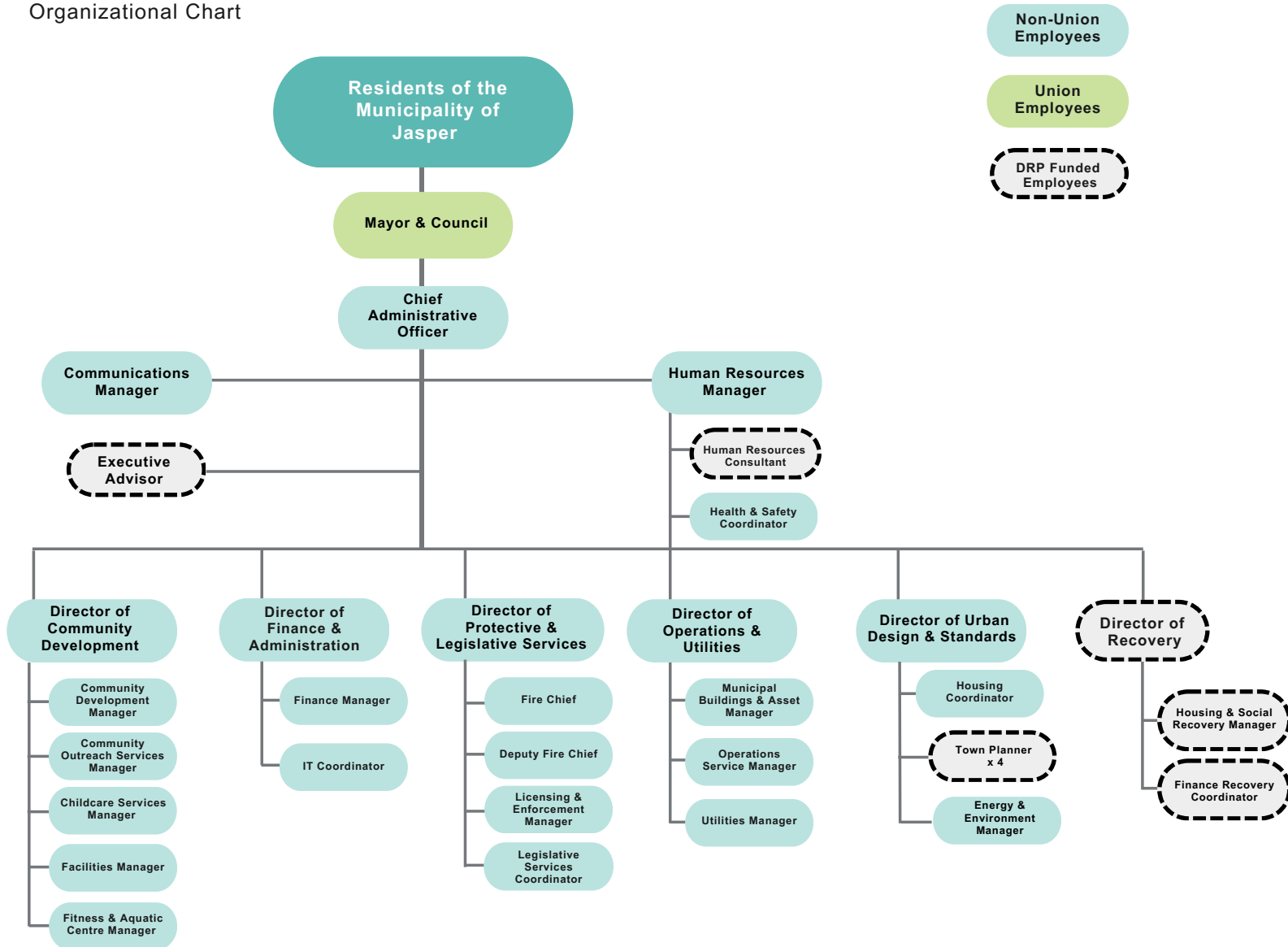
The Corporation of the Municipality of Jasper is testing six internal values. Based on the input from the approximately 40 staff members, these definitions capture the “feel” of what the proposed values mean to staff.

Value	What it Means
<b>Accountability</b>	We own and exercise our specific roles to the best of our ability, to the benefit of our colleagues.
<b>Communication</b>	We provide clear and necessary information in times, places and methods that are most appropriate to those hearing us.
<b>Empathy</b>	We know that everyone is unique with their own background and relationships. We are stronger if we know and treat each other as real people.
<b>Professionalism</b>	We all bring a unique set of skills to the Municipality of Jasper. We expect and trust each other to carry out our specific roles carefully and conscientiously.
<b>Respect</b>	We are colleagues, believing in each other and valuing each other's contribution.
<b>Teamwork</b>	We understand and respect that we are serving the Municipality of Jasper together, each with our own specific and unique contributions that make us the best we can be.



# MUNICIPALITY OF JASPER

## Organizational Chart





# Operating Budget Requirement

## Municipal Government Act Requirements

### *Section 242 - Adoption of operating budget*

- 1) Each council must adopt an operating budget for each calendar year by January 1 of that calendar year.
- 2) A council may adopt an interim operating budget for part of a calendar year.
- 3) A interim operating budget for a part of a calendar year ceases to have any effect when the operating budget for that calendar year is adopted.

### *Section 243 - Contents of operating budget*

- 1) An operating budget must include the estimated amount of each of the following expenditures and transfers:
  - a) the amount needed to provide for the council's policies and programs;
  - b) the amount needed to pay the debt obligations in respect of borrowings made to acquire, construct, remove or improve capital property;
    - i) the amount of expenditures and transfers needed to meet the municipality's obligations as a member of a growth management board;
  - c) the amount needed to meet the requisitions or other amounts that the municipality is required to pay under an enactment;
    - i) the amount of expenditures and transfers needed to meet the municipality's obligations for services funded under an intermunicipal collaboration framework;

## Capital Budget Overview

### Municipal Government Act Requirements

#### *Section 245 - Adoption of capital budget*

Each council must adopt a capital budget for each calendar year by January 1 of that calendar year.

#### *Section 246 - Contents of capital budget*

A capital budget must include the estimated amount for the following:

- (a) the amount needed to acquire, construct, remove or improve capital property;
- (b) the anticipated sources and amounts of money to pay the costs referred to in clause (a);
- (c) the amount to be transferred from the operating budget.



# External Factors:

## Municipal Price Inflation vs Consumer Price Inflation

The Consumer Price Index represents changes in prices as experienced by Canadian consumers. It measures price change by comparing, through time, the cost of a fixed basket of goods and services.

The goods and services in the CPI basket are divided into 8 major components:

- Food;
- Shelter;
- Household operations, furnishings and equipment;
- Clothing and footwear;
- Transportation;
- Health and personal care;
- Recreation, education and reading, and
- Alcoholic beverages, tobacco products and recreational cannabis.

The goods and services in a MPI (Municipal Price Index) is much different than a consumer and could be reflected on as looking on cost increases in:

- Fleet
- Sidewalks, Roads
- Infrastructure
- Salary and Benefits
- Contracted Services

Inflation continues to rise in our economy, and this ultimately affects how a Municipal Operating and Capital budget evolves. Staffing, supplies, oil related products, contracted services and utilities are just a few of the areas that are heavily influenced by inflation. The Municipality purchases a very different basket of good and services than what residents do, and thus is influenced by a different, and often higher, inflation rate than CPI.

In September of 2024 the Long-Term Canadian Economic Outlook published by TD Economics forecasted an average annual CPI rate of 2.5% for 2024.

Through 2024 inflation did prove to be stubbornly high but is expected to land at 1.6% for the year - almost 1% lower than was forecast in 2023.

Looking forward, the Bank of Canada forecasts general CPI inflation to cool slightly and average 2.1% for 2025.

The costs of borrowing have decreased significantly when compared to 2023. As of November, the Bank of Canada prime rate stood at 5.95%. At this time last year, the rate was 7.2%. Looking into 2025 TD is forecasting the lending rate to be 3.0% for 2025.

Finally, unemployment is expected to stay low throughout the coming year.

Indicator	2023	2024	2025	2026
Growth Rate - Alberta (Real GDP) <sup>1</sup>	1.2%	1.1%	1.7%	2.1%
Canadian CPI <sup>3</sup>	3.9%	2.5%	2.1%	2.1%
Prime Interest Rate - Canada <sup>2</sup>	6.7%	5.95%	5.2%	5.3%
Unemployment Rate Alberta <sup>1</sup>	5.9%	7.1%	6.8%	6.1%

<sup>1</sup>. ATB Alberta Economic Outlook -October 4,2024

<sup>2</sup>. Actual Prime Rate as of November 18, 2024

<sup>3</sup>. TD Economics - latest forecast tables



# Operating Budget Summary

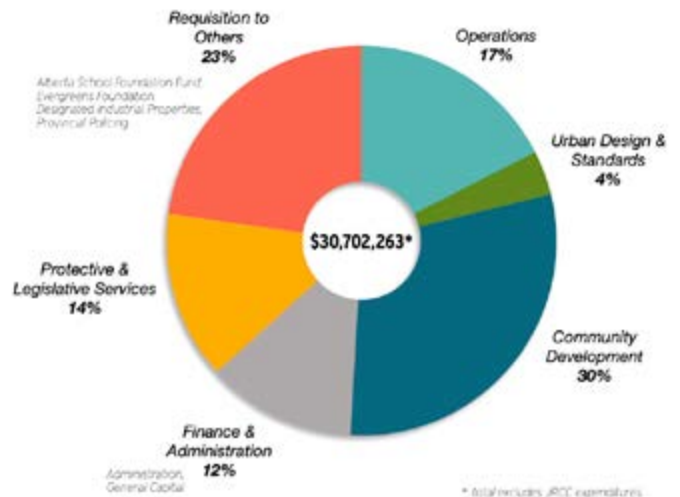
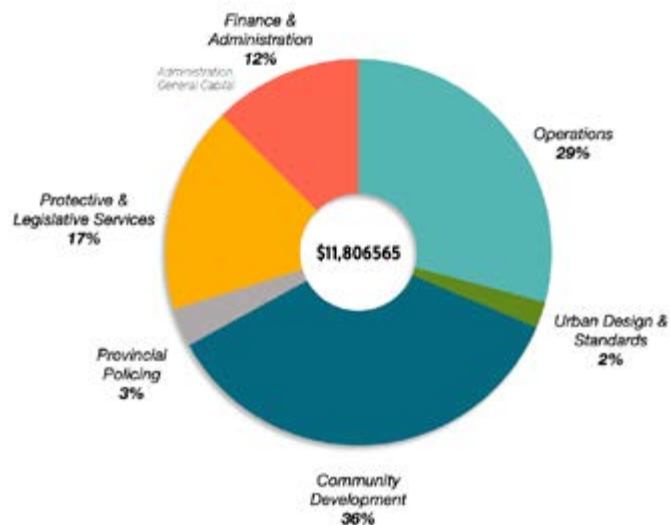
## 2025 Net Tax Envelope

By Department

Department	2024			2025			Net Dif
	Revenue	Expense	2024 Net Tax Envelope	Revenue	Expense	2025 Net Tax Envelope	
<b>Administration</b>	1,954,631	2,665,944	711,314	2,322,845	3,643,629	1,320,784	609,470
ASFF, Evergreen & DIP Levies	6,589,258	6,589,258	0	6,615,113	6,615,113	0	0
Land Rent and Planning	0	746,386	746,386	0	0	0	-746,386
Provincial Rural Policing	0	379,080	379,080	0	379,080	379,080	0
General Capital	0	148,569	148,569	0	151,541	151,541	2,971
Jasper Community Housing	80,949	369,662	288,713	0	0	0	-288,713
<b>Urban Design and Standards</b>	0	0	0	872,253	1,130,956	258,703	258,703
<b>Jasper Recovery</b>	0	0	0	2,741,889	2,741,889	0	0
<b>Protective and Legislative Services</b>	2,117,912	4,270,657	2,152,744	2,239,332	4,284,767	2,045,436	-107,309
<b>Community Development</b>	5,189,333	8,938,377	3,749,044	4,925,753	9,131,980	4,206,227	457,182
<b>Operations</b>	1,837,532	4,951,443	3,113,911	1,920,402	5,365,197	3,444,794	330,884

<b>Total Tax Budget</b>	<b>17,769,615</b>	<b>29,059,376</b>	<b>11,289,762</b>	<b>21,637,588</b>	<b>33,444,152</b>	<b>11,806,565</b>	<b>516,803</b>
<b>Total Utility Budget</b>	<b>7,462,604</b>	<b>7,462,604</b>		<b>7,561,886</b>	<b>7,561,886</b>		<b>99,282</b>
<b>Total Budget</b>	<b>25,232,219</b>	<b>36,521,980</b>		<b>29,199,474</b>	<b>41,006,039</b>		

**Disaster Recovery 2024-2025** **38,763,548** **43,070,609** **4,307,060** **4,823,864**



# Fundamentals of the Disaster Recovery Program (DRP) and its Role in Jasper's 2025 Budget

The Disaster Recovery Program (DRP), administered by the Alberta Emergency Management Agency (AEMA), provides financial assistance to public sector entities, including municipalities, in the aftermath of significant disasters. Established under the Disaster Recovery Regulation, the DRP aims to “restore public property to its pre-disaster functional condition” and is designed as a program of last resort for uninsurable costs. DRP support is further bolstered by the federal Disaster Financial Assistance Arrangements (DFAA), which allows Alberta to share eligible disaster recovery expenses with the federal government, ensuring broader financial resilience for communities like Jasper as they recover from major events.

## Key Principles of the DRP

Under the guidelines, DRP assistance is available for uninsurable losses and damages as defined by AEMA. To qualify, the damages must have occurred within an area officially recognized under a Ministerial Order or a local disaster declaration. Only essential costs for restoring public property and infrastructure are eligible, while other expenses, such as revenue losses or improvements exceeding pre-disaster conditions, are generally excluded. The DFAA provides critical financial support by reimbursing a portion of provincial expenditures, allowing Alberta to extend more robust assistance to municipalities affected by disasters.

The DRP also emphasizes cost-sharing: the AEMA provides up to 90% of eligible recovery costs, with municipalities responsible for a 10% share. As noted in the Alberta Public Sector Disaster Assistance Guidelines, “the Minister responsible for the Emergency Management Act may approve a DRP if the Minister is satisfied that the disaster caused widespread damage to property and that the cause of the disaster was extraordinary.”

As of September 19, 2024, Alberta approved the establishment of a \$149 million DRP program related to the Jasper Wildfire Complex. Of the funds announced in September, approximately one-third was allocated to the Municipality's initial DRP application of \$47.5 million, one-third was allocated toward internal Government of Alberta expenses related to the event, and the final third was reserved for contingencies.

The municipality continues to work with both provincial and federal governments to confirm and secure additional funding as needed.

## Interaction with the Municipal Budget

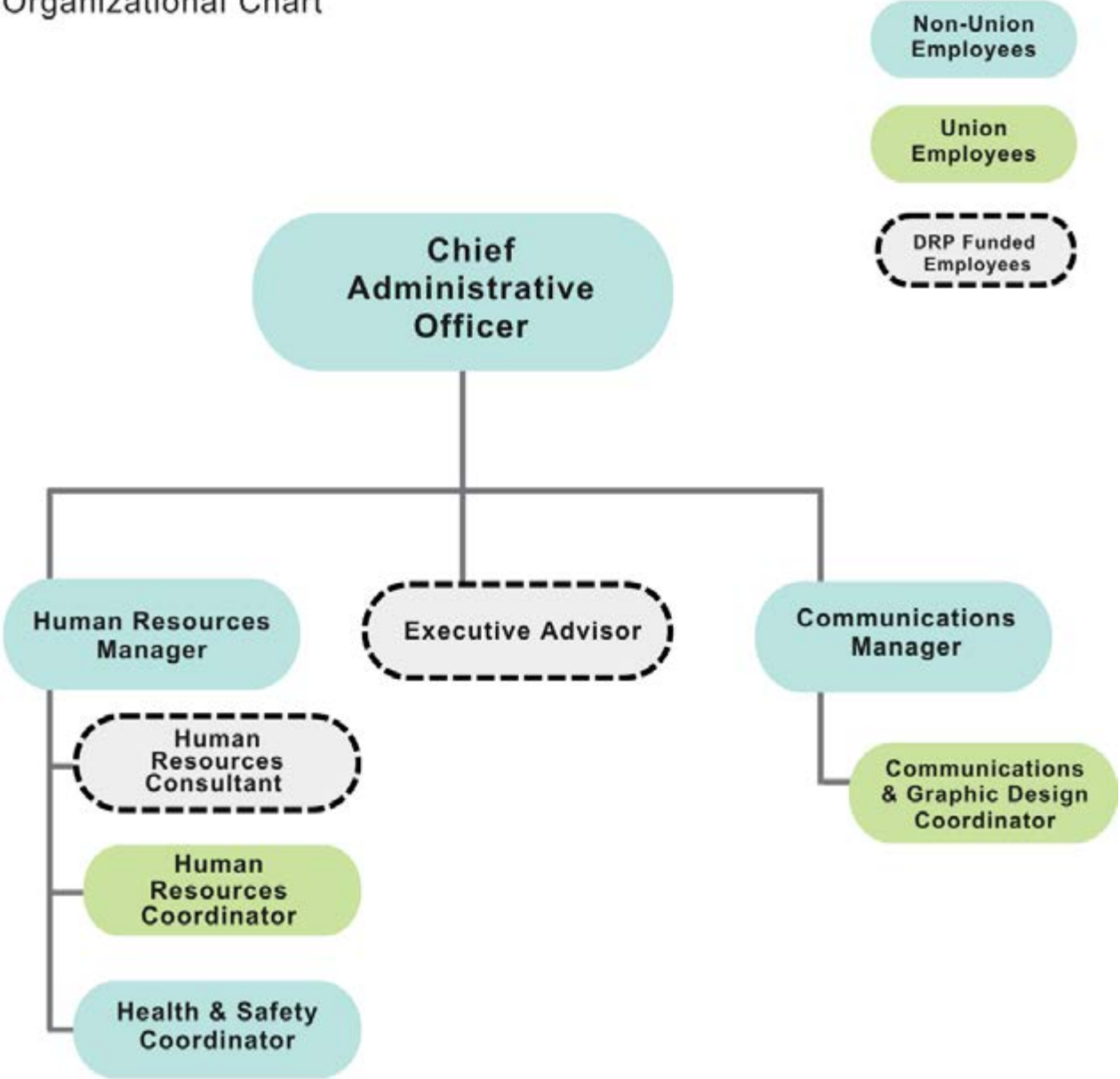
In Jasper's municipal budget, DRP-funded initiatives play a significant role in supporting term positions and recovery activities without excessively burdening municipal finances.

- Approximately \$3.5 million in DRP funding has been incorporated into the 2025 operating budget.
- Twenty-eight DRP-funded term positions are included in the 2025 operating budget.



# CAO OFFICE

## Organizational Chart

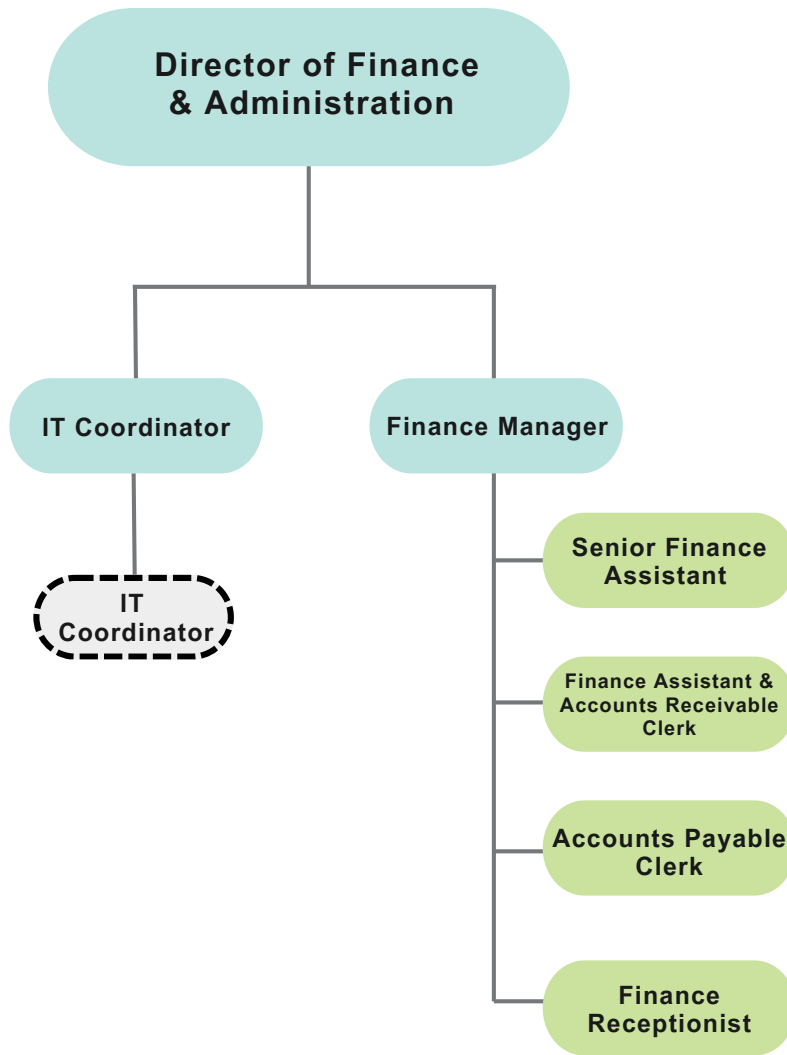


# FINANCE & ADMINISTRATION

Organizational Chart

Non-Union Employees

Union Employees



# Operating Budget

## Finance & Administration

	Approved 2024	Requested 2025	(+/-) from prior year
<b>Revenue</b>			
Taxation	-7,677,495	-7,522,863	-154,632
Municipal Tax	-11,289,762	-11,806,564	516,803
CAO Office	0	0	0
Communications	0	0	0
Housing	-80,949	0	-80,949
General Adm & Other	-866,394	-1,415,095	548,701
IT	0	0	0
Human Resources	0	0	0
Health and Safety	0	0	0
CUPE	0	0	0
<b>Total revenue</b>	<b>-19,914,599</b>	<b>-20,744,522</b>	<b>829,923</b>
<b>Expense</b>			
Taxation	7,863,294	7,907,047	43,754
CAO Office	304,288	325,483	21,196
Communications	247,943	251,286	3,343
Housing	369,662	0	-369,662
General Adm & Other	1,616,521	1,710,775	94,255
IT	126,134	206,532	80,398
Human Resources	234,740	238,493	3,753
Health and Safety	131,319	144,745	13,427
CUPE	5,000	5,000	0
<b>Total Expense</b>	<b>10,898,900</b>	<b>10,789,363</b>	<b>-109,537</b>
<b>Net Surplus/-Deficit</b>	<b>9,015,699</b>	<b>9,955,160</b>	<b>-939,460</b>
<b>Net Surplus/-Deficit</b>			
<b>Taxation</b>	-185,799	-384,185	198,386
<b>CAO Office</b>	-304,288	-325,483	21,196
<b>Communications</b>	-247,943	-251,286	3,343
<b>Housing</b>	-288,713	0	-288,713
<b>General Adm &amp; Other</b>	-750,127	-295,680	-454,447
<b>IT</b>	-126,134	-206,532	80,398
<b>Human Resources</b>	-234,740	-238,493	3,753
<b>Health and Safety</b>	-131,319	-144,745	13,427
<b>CUPE</b>	-5,000	-5,000	0
<b>Net Surplus/-Deficit</b>	<b>-2,274,062</b>	<b>-1,851,404</b>	<b>-422,658</b>
<b>Total Municipal Tax Support</b>	<b>11,289,762</b>	<b>11,806,565</b>	<b>516,803</b>
	<b>9,015,699</b>	<b>9,955,160</b>	<b>939,461</b>



# Operating Budget

## Finance & Administration by Object Type

	2024	2025	2026	2027
<b>Revenue</b>				
Taxes	-17,879,020	-18,373,349	-20,075,700	-20,977,616
Sales of Goods and Services	-62,398	-45,174	-46,078	-47,000
Rental Revenue	-996,182	-1,370,672	-1,398,085	-1,426,047
Transfer of Reserves (from Reserve)	-977,000	-907,000	-250,000	-200,000
<b>Total</b>	<b>-19,914,599</b>	<b>-20,696,195</b>	<b>-21,769,863</b>	<b>-22,650,663</b>
<b>Expense</b>				
Salaries	1,180,491	1,267,703	1,390,368	1,289,103
Benefits	270,363	290,422	317,485	295,344
Contracted Services	1,253,911	1,123,655	523,094	535,588
Material, Goods and Supplies	101,092	101,635	97,446	98,458
Transfer Payments (to Reserve)	8,034,588	7,681,769	8,065,481	8,470,866
Financial Service Charges and Debt Repayment	11,852	12,089	12,330	12,577
Other Transactions	46,604	312,090	319,085	326,247
<b>Total</b>	<b>10,898,900</b>	<b>10,789,363</b>	<b>10,725,289</b>	<b>11,028,182</b>
<b>Net Surplus/-Deficit</b>	<b>9,015,699</b>	<b>9,906,833</b>	<b>11,044,574</b>	<b>11,622,480</b>
<i>Depreciation (Unfunded)</i>	<i>37,635</i>	<i>36,817</i>	<i>41,399</i>	<i>58,294</i>

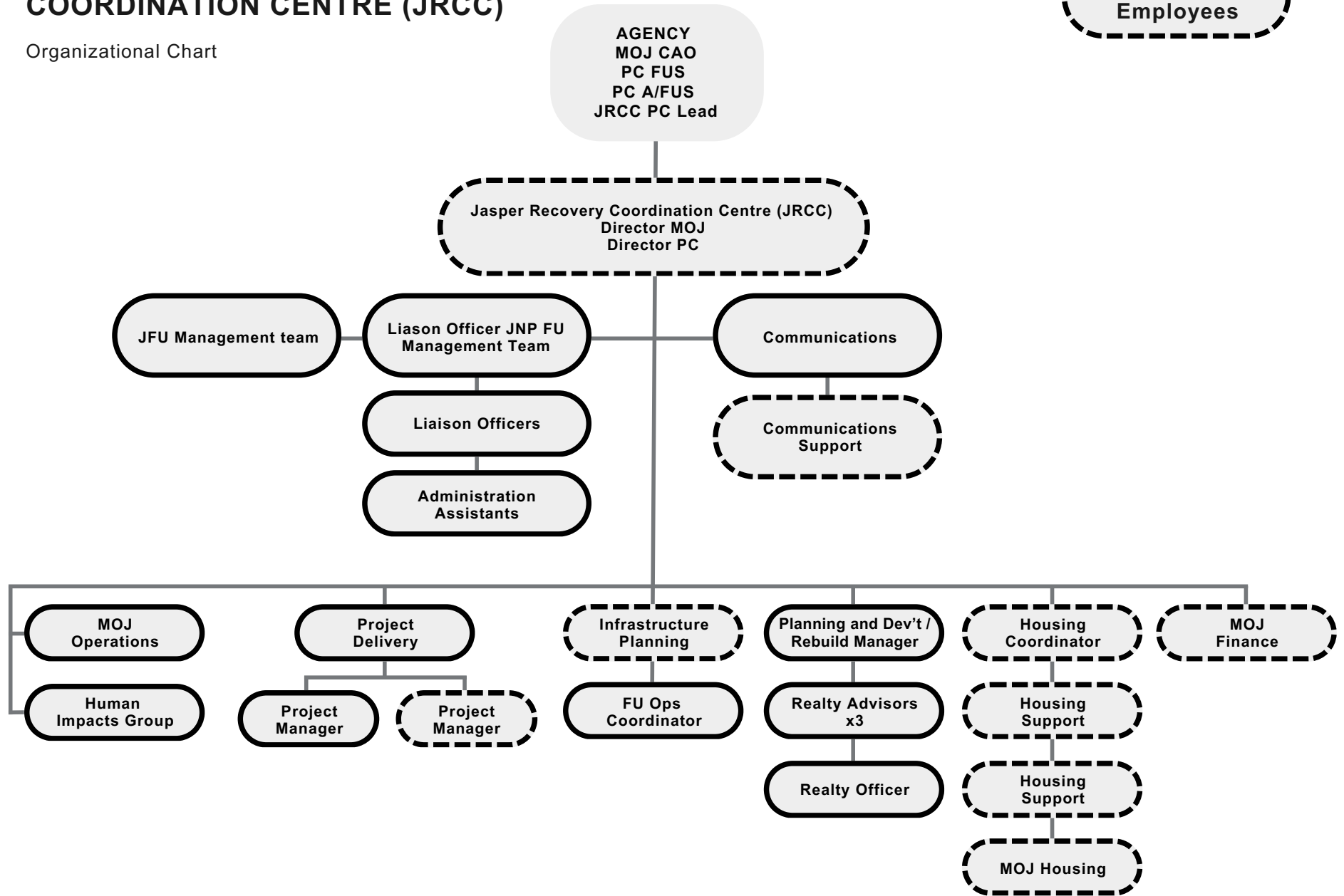




# JASPER RECOVERY COORDINATION CENTRE (JRCC)

Organizational Chart

DRP Funded  
Employees



# Operating Budget

## Jasper Recovery Coordination Centre

	Approved 2024	Requested 2025	(+/-) from prior year
<b>Revenue</b>			
Revenue			
Jasper Recovery	0	-2,741,889	2,741,889
<b>Total revenue</b>	<b>0</b>	<b>-2,741,889</b>	<b>2,741,889</b>
<b>Expense</b>			
Expense			
Jasper Recovery		2,741,889	2,741,889
<b>Total Expense</b>	<b>0</b>	<b>2,741,889</b>	<b>2,741,889</b>
<b>Net Surplus/-Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Surplus/- Deficit</b>	<b>Approved 2024</b>	<b>Requested 2025</b>	<b>(+/-) from prior year</b>
Jasper Recovery	0	0	0
<b>Net Surplus/-Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Operating Budget JRCC by Object Type

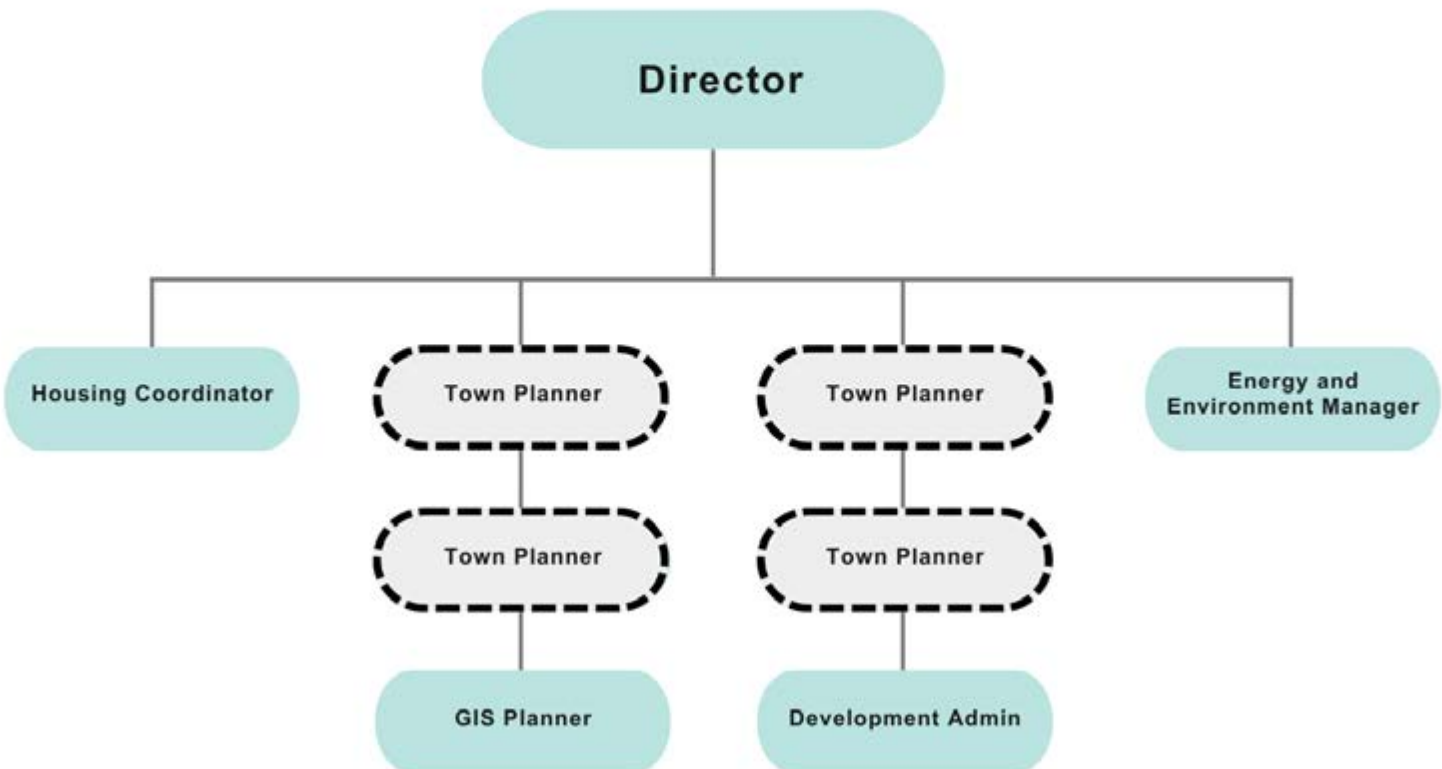
	2024*	2025	2026	2027
<b>Revenue</b>				
Conditional Grants	0	-2,741,889	-2,513,083	-2,305,578
<b>Total revenue</b>		<b>-2,741,889</b>	<b>-2,513,083</b>	<b>-2,305,578</b>
<b>Expense</b>				
Salaries	0	1,576,692	1,218,929	1,255,152
Benefits	0	362,639	280,354	288,685
Contracted Services	0	759,944	971,185	719,126
Material, Goods and Supplies	0	42,615	42,615	42,615
Transfer to Reserves	0	0	0	0
<b>Total Expense</b>	<b>0</b>	<b>2,741,889</b>	<b>2,513,083</b>	<b>2,305,578</b>
<b>Net Surplus/-Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*No budget in 2024 however will incur revenue and expenses



# URBAN DESIGN & STANDARDS DEPARTMENT

Organizational Chart



# Operating Budget

## Urban Design and Standards

	Approved 2024	Requested 2025	(+/-) from prior year
<b>Revenue</b>			
Urban Design and Standards	0	-749,369	749,369
Housing	0	-122,884	122,884
Energy Management	0	0	0
<b>Total revenue</b>	<b>0</b>	<b>-872,253</b>	<b>872,253</b>
<b>Expense</b>			
Urban Design and Standards	0	763,630	763,630
Housing	0	300,084	300,084
Energy Management	0	67,242	67,242
<b>Total Expense</b>	<b>0</b>	<b>1,130,956</b>	<b>1,130,956</b>
<b>Net Surplus/-Deficit</b>	<b>0</b>	<b>-258,703</b>	<b>258,703</b>
<b>Net Surplus/-Deficit</b>			
	Approved 2024	Requested 2025	(+/-) from prior year
Urban Design and Standards	0	-14,261	14,261
Housing	0	-177,200	177,200
Energy Management	0	-67,242	67,242
<b>Net Surplus/-Deficit</b>	<b>0</b>	<b>-258,703</b>	<b>258,703</b>

## Operating Budget Urban Design & Standards By Object Type

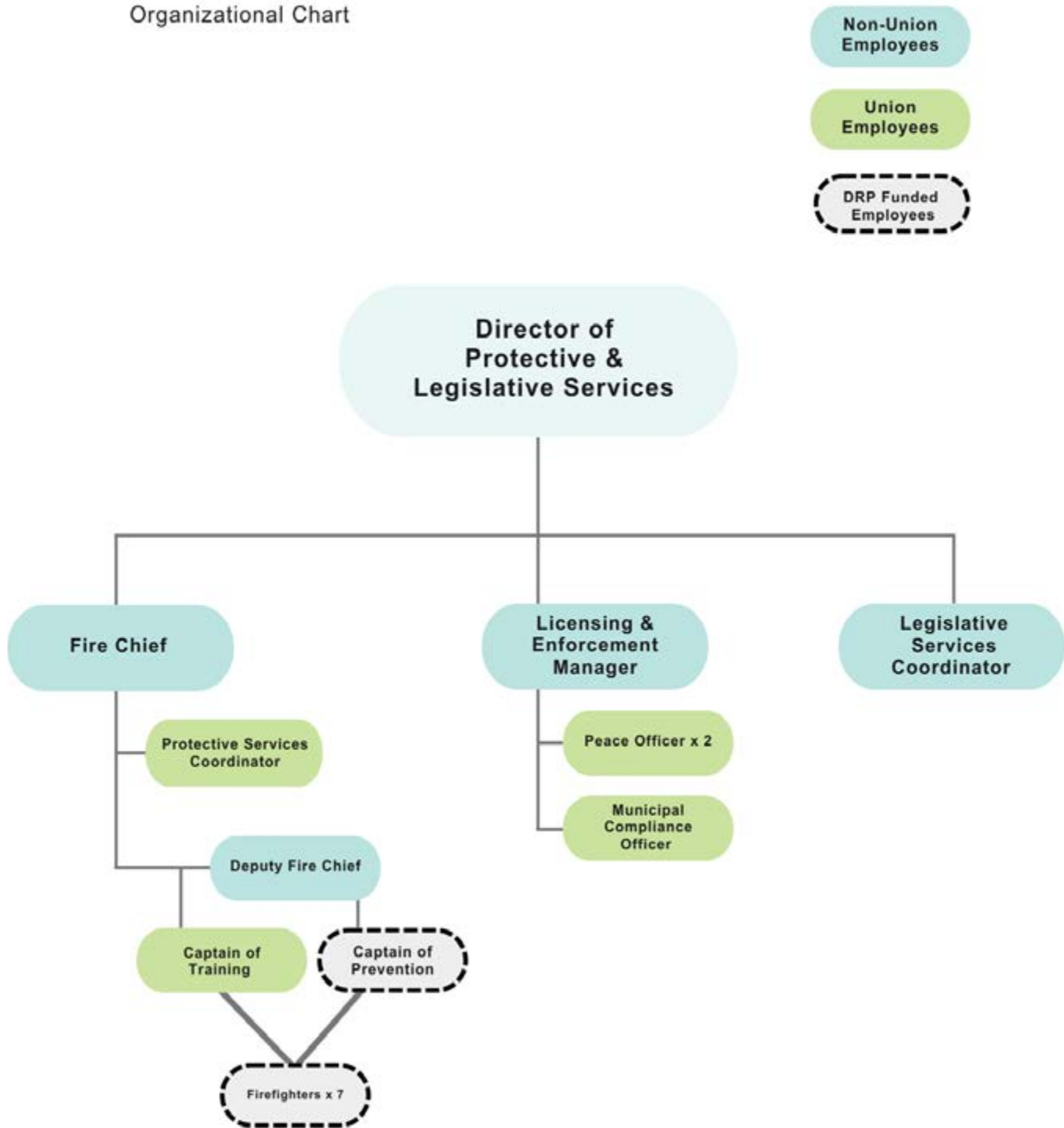
	2024*	2025	2026	2027
<b>Revenue</b>				
Sales of Goods and Services	0	-12,236	-19,557	-23,993
Rental Revenue	0	-493,703	-496,778	-499,945
Transfer of Reserves (from Reserve)	0	-366,314	-373,680	-349,011
<b>Total</b>	<b>0</b>	<b>-872,253</b>	<b>-890,016</b>	<b>-872,949</b>
<b>Expense</b>				
Salaries	0	585,942	604,120	620,138
Benefits	0	134,766	138,947	143,258
Other Allowances and Training	0	11,287	10,492	10,807
Contracted Services	0	234,089	201,160	183,797
Material, Goods and Supplies	0	15,687	16,026	19,233
Transfer Payments (to Reserve)	0	149,185	153,443	138,972
<b>Total</b>	<b>0</b>	<b>1,130,956</b>	<b>1,124,189</b>	<b>1,116,205</b>
<b>Net Surplus/-Deficit</b>	<b>0</b>	<b>-258,703</b>	<b>-234,173</b>	<b>-243,256</b>

\*No budget in 2024 however will incur revenue and expenses



# PROTECTIVE & LEGISLATIVE SERVICES

Organizational Chart



# Operating Budget

	Approved 2024	Requested 2025	(+/-) from prior year
<b>Revenue</b>			
Director of Protective & Legislative Services Office	0	0	0
Legislative	0	-22,000	22,000
Council	-12,500	0	-12,500
Council Community Contribution	-8,682	-8,855	174
Community Canada Day & Christmas Party	0	0	0
Fire & Emergency Measures	-448,631	-559,636	111,006
Emergency, Disaster & ESS Management	0	0	0
Fire Smart	0	0	0
Bylaw Enforcement Services	-298,100	-298,840	740
Visitor Paid Parking	-1,350,000	-1,350,000	0
<b>Total revenue</b>	<b>-2,117,912</b>	<b>-2,239,332</b>	<b>121,419</b>
<b>Expense</b>			
Director of Protective & Legislative Services Office	184,557	189,745	5,188
Legislative	136,587	166,129	29,542
Council	415,967	420,897	4,929
Council Community Contribution	448,913	298,407	-150,506
Community Canada Day & Christmas Party	0	0	0
Fire & Emergency Measures	1,394,441	1,464,497	70,056
Emergency, Disaster & ESS Management	92,389	93,303	915
Fire Smart	5,000	10,000	5,000
Bylaw Enforcement Services	522,802	568,987	46,185
Visitor Paid Parking	1,070,000	1,072,802	2,802
<b>Total Expense</b>	<b>4,270,657</b>	<b>4,284,767</b>	<b>14,111</b>
<b>Net Surplus/-Deficit</b>	<b>-2,152,744</b>	<b>-2,045,436</b>	<b>-107,309</b>
<b>Net Surplus/-Deficit</b>			
	<b>Approved 2024</b>	<b>Requested 2025</b>	<b>(+/-) from prior year</b>
<b>Director of Protective &amp; Legislative Services Office</b>	-184,557	-189,745	5,188
<b>Legislative</b>	-136,587	-144,129	7,542
<b>Communications</b>	0	0	0
<b>Council</b>	-403,467	-420,897	17,429
<b>Council Community Contribution</b>	-440,232	-289,552	-150,680
<b>Community Canada Day &amp; Christmas Party</b>	0	0	0
<b>Fire &amp; Emergency Measures</b>	-945,810	-904,861	-40,949
<b>Emergency, Disaster &amp; ESS Management</b>	-92,389	-93,303	915
<b>Fire Smart</b>	-5,000	-10,000	5,000
<b>Bylaw Enforcement Services</b>	-224,702	-270,147	45,445
<b>Visitor Paid Parking</b>	280,000	277,198	2,802
<b>Net Surplus/-Deficit</b>	<b>-2,152,744</b>	<b>-2,045,436</b>	<b>-107,309</b>



# Operating Budget

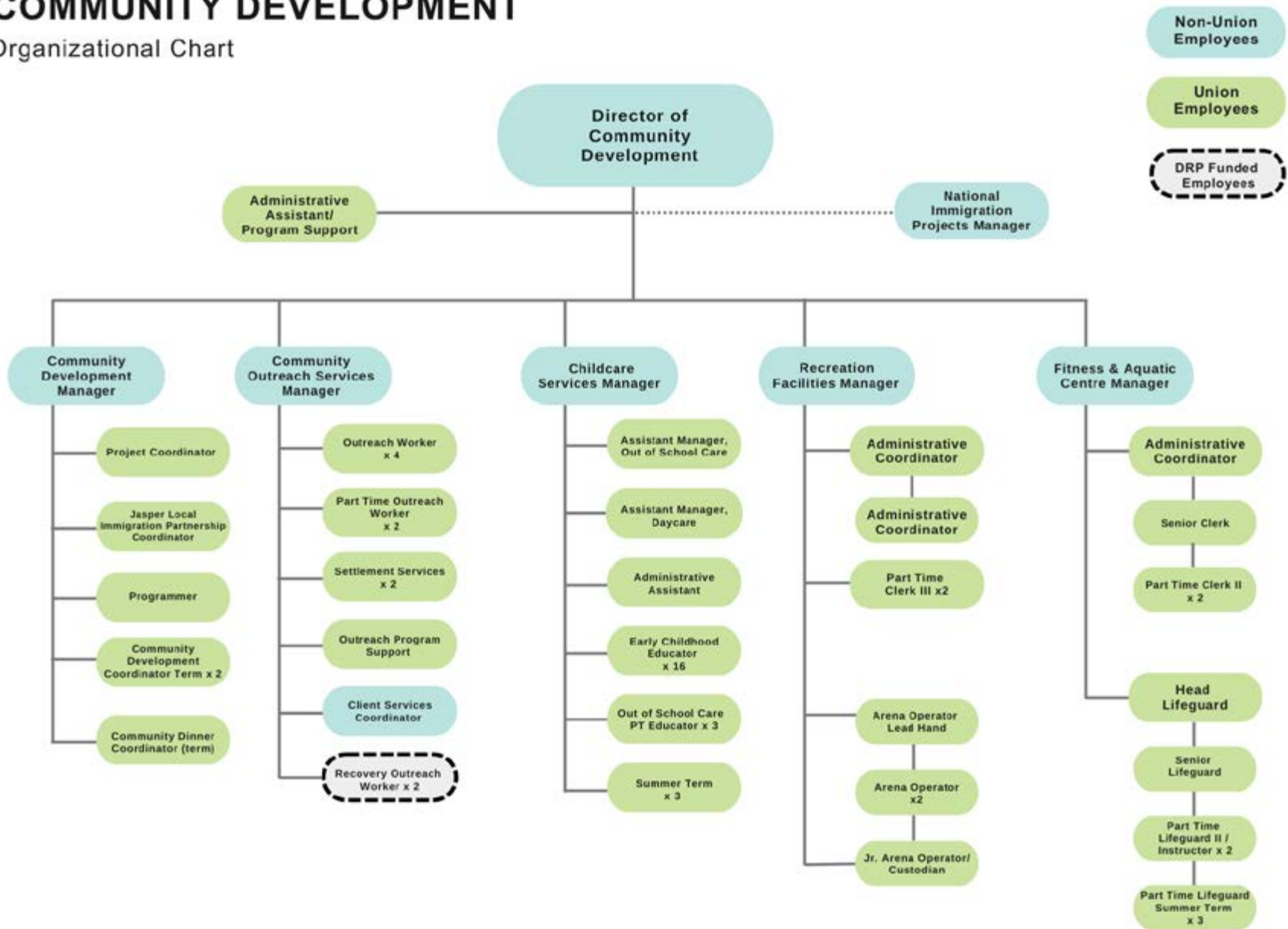
## Protective & Legislative Services by Object Type

	2024	2025	2026	2027
<b>Revenue</b>				
Sales to Other Government	-70,000	-71,400	-72,828	-74,285
Sales of Goods and Services	-1,572,682	-1,574,615	-1,576,588	-1,577,829
Rental Revenue	-209,600	-211,090	-212,610	-214,160
Conditional Grants	-226,320	-332,879	-333,418	-333,968
Transfer from Reserves	-39,311	-49,347	-27,894	-38,452
<b>Total</b>	<b>-2,117,912</b>	<b>-2,239,332</b>	<b>-2,223,338</b>	<b>-2,238,693</b>
<b>Expense</b>				
Salaries	1,252,294	1,309,891	1,350,844	1,393,133
Benefits	262,802	275,545	284,666	293,871
Other Allowances and Training	172,561	184,751	175,151	173,404
Contracted Services	632,287	651,120	673,640	678,782
Material, Goods and Supplies	234,155	251,325	252,816	261,112
Transfer to Reserves	941,777	807,445	806,414	815,564
Financial Service Charges	6,000	6,000	6,000	6,000
Internal Transfers	768,781	798,692	777,161	778,837
<b>Total</b>	<b>4,270,657</b>	<b>4,284,767</b>	<b>4,326,693</b>	<b>4,400,703</b>
<b>Total</b>	<b>4,270,657</b>	<b>4,284,767</b>	<b>4,326,693</b>	<b>4,400,703</b>
<b>Net Surplus/-Deficit</b>	<b>-2,152,744</b>	<b>-2,045,436</b>	<b>-2,103,355</b>	<b>-2,162,010</b>
<i>Depreciation (Unfunded)</i>	<i>323,878</i>	<i>323,878</i>	<i>356,266</i>	<i>391,893</i>



# COMMUNITY DEVELOPMENT

## Organizational Chart





# Operating Budget

## Community Development

	Approved 2024	Requested (+/-) from 2025	prior year
<b>Revenue</b>			
Activity Centre	-540,407	-389,157	-151,250
Getaway and Sport Camps	0	0	0
Library & Cultural Centre	-65,960	-67,280	1,319
Arena	-500,816	-509,994	9,178
Fitness & Aquatic Centre	-921,302	-769,221	-152,080
Community Development General Administration	-52,204	-52,204	0
Community Development	-29,454	-152,454	123,000
Community Development-Special Projects	-85,134	-85,134	0
Community Dinners	-15,000	-15,000	0
Local Immigration Partnership	-97,465	-94,282	-3,183
Wildflowers Childcare	-1,295,064	-1,401,057	105,993
Wildflowers Childcare -OOSC	-277,579	-291,491	13,912
Community Outreach Services	-50,277	-50,277	0
Community Outreach Worker	-560,020	-571,220	11,200
COS - Programs	-34,066	-34,066	0
Settlement Services	-166,294	-167,897	1,603
Family Resource Network - Hub	-20,875	-20,875	0
National Immigration	-477,416	-254,144	-223,272
<b>Total revenue</b>	<b>-5,189,333</b>	<b>-4,925,753</b>	<b>-263,579</b>
<b>Expense</b>			
Activity Centre	1,666,869	1,706,769	39,900
Library & Cultural Centre	166,870	174,713	7,843
Arena	1,143,889	1,156,797	12,908
Fitness & Aquatic Centre	1,946,993	1,971,414	24,421
Community Development General Administration	356,473	358,346	1,873
Community Development	224,961	368,080	143,119
Community Development-Special Projects	85,134	85,134	0
Community Dinners	33,000	64,150	31,150
Local Immigration Partnership	97,465	94,282	-3,183
Wildflowers Childcare	1,512,172	1,645,537	133,365
Wildflowers Childcare -OOSC	308,472	317,734	9,262
Community Outreach Services	86,641	84,609	-2,033
Community Outreach Worker	595,482	610,428	14,945



COS - Programs	49,371	51,072	1,701
Settlement Services	166,294	167,897	1,603
Family Resource Network - Hub	20,875	20,875	0
National Immigration	477,416	254,144	-223,272
Total Expense	8,938,377	9,131,980	193,603
<b>Net Surplus/-Deficit</b>	<b>-3,749,044</b>	<b>-4,206,227</b>	<b>457,182</b>

Net Surplus/-Deficit	Approved 2024	Requested (+/-) from 2025	prior year
Activity Centre	-1,126,462	-1,317,612	191,150
Library & Cultural Centre	-100,910	-107,434	6,524
Arena	-643,073	-646,804	3,730
Fitness & Aquatic Centre	-1,025,691	-1,202,192	176,501
Community Development General Administration	-304,269	-306,142	1,873
Community Development	-195,507	-215,626	20,119
Community Development-Special Projects	0	0	0
Community Dinners	-18,000	-49,150	31,150
Local Immigration Partnership	0	0	0
Wildflowers Childcare	-217,108	-244,479	27,372
Wildflowers Childcare -OOSC	-30,893	-26,243	-4,650
Community Outreach Services	-36,364	-34,332	-2,033
Community Outreach Worker	-35,462	-39,208	3,745
COS - Programs	-15,305	-17,006	1,701
Settlement Services	0	0	0
Family Resource Network - Hub	0	0	0
National Immigration	0	0	0
<b>Net Surplus/-Deficit</b>	<b>-3,749,044</b>	<b>-4,206,227</b>	<b>457,182</b>



# Operating Budget

## Community Development by Object Type

	2024	2025	2026	2027
<b>Revenue</b>				
Sales of Goods and Services	-1,423,599	-1,281,513	-1,307,144	-1,338,686
Rental Revenue (rentals/leases)	-473,753	-660,446	-671,593	-684,137
Conditional Grants	-2,172,764	-2,354,963	-2,025,040	-1,553,674
Transfer from Reserves	-1,119,217	-628,831	-627,497	-627,497
<b>Total</b>	<b>-5,189,333</b>	<b>-4,925,753</b>	<b>-4,631,273</b>	<b>-4,203,994</b>
<b>Expense</b>				
Salaries	3,835,616	4,115,016	4,103,964	3,967,901
Benefits	814,699	878,656	877,834	846,157
Contracted Services	1,030,338	873,630	778,040	800,950
Material, Goods and Supplies	961,638	933,627	904,634	912,200
Transfer to Reserves	453,062	461,523	470,106	495,900
Financial Service Charges	1,275,546	1,275,790	1,808,978	1,813,058
Internal Transfers	567,479	593,738	606,768	619,492
<b>Total</b>	<b>8,938,377</b>	<b>9,131,980</b>	<b>9,550,323</b>	<b>9,456,658</b>
<b>Net Surplus/-Deficit</b>	<b>-3,749,044</b>	<b>-4,206,227</b>	<b>-4,919,050</b>	<b>-5,252,664</b>
<i>Depreciation (Unfunded)</i>	<i>659,028</i>	<i>696,703</i>	<i>766,373</i>	<i>590,989</i>

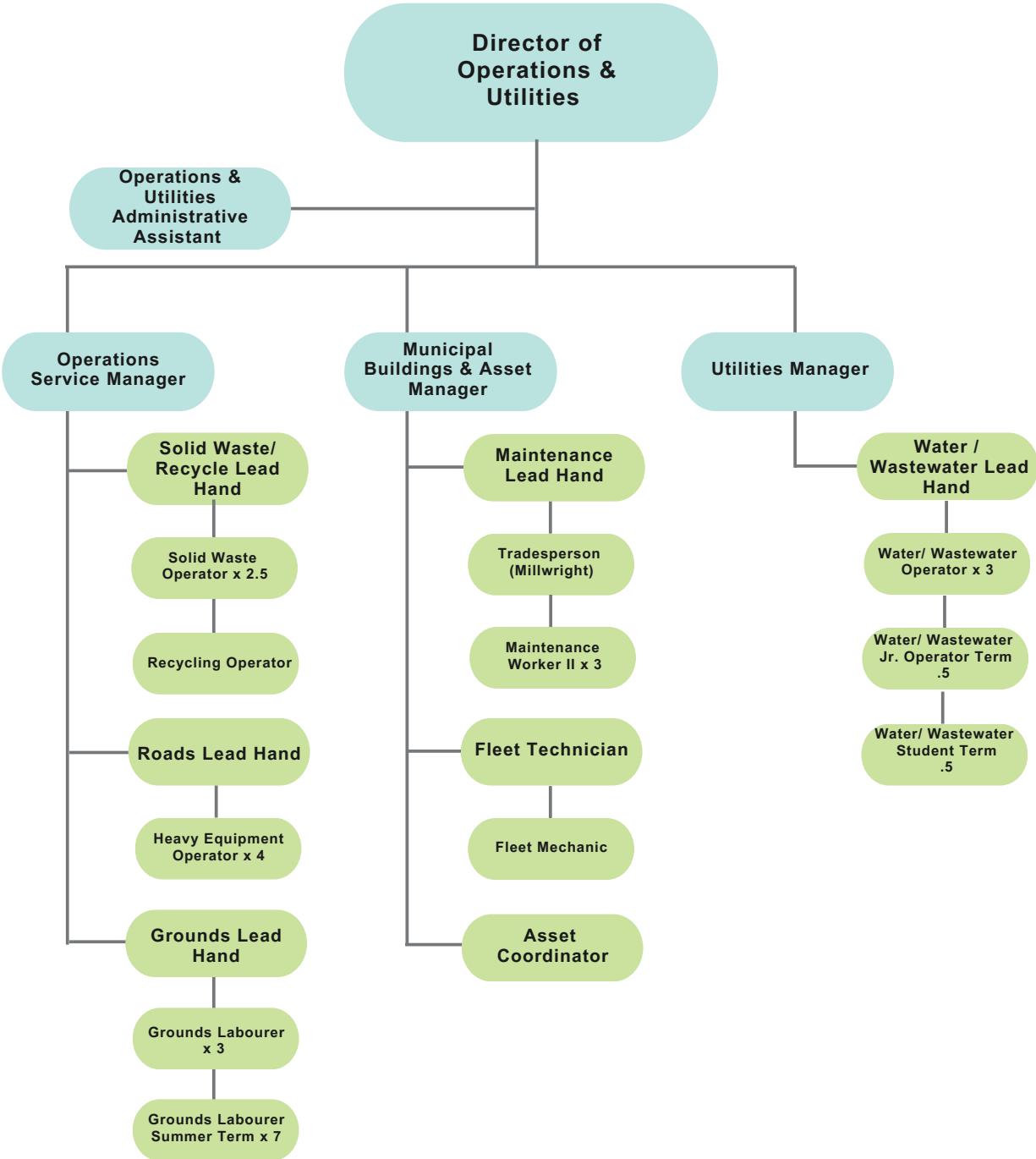


# OPERATIONS

## Organizational Chart

Non-Union Employees

Union Employees



# Operating Budget

## Operations

	Approved 2024	Requested 2025	(+/-) from prior year
<b>Revenue</b>			
Asset Management/Capital Planning	-62,730	-63,985	1,255
Energy Management	0	0	0
Municipal Building Maintenance	-786,391	-802,119	15,728
Municipal Property Management	-131,632	-174,142	42,510
Operations Fleet	0	0	0
Public Transit	-665,077	-703,000	37,923
Roads, Walks & Lights	-15,000	-17,850	2,850
Grounds-Ops	-168,404	-150,844	-17,561
Cemeteries & Crematoriums	-8,297	-8,462	166
	-8,297	-8,462	166
<b>Total revenue</b>	<b>-1,837,532</b>	<b>-1,920,402</b>	<b>82,871</b>
<b>Expense</b>			
Asset Management/Capital Planning	63,985	111,638	47,653
Energy Management	43,243	0	-43,243
Municipal Building Maintenance	875,942	885,618	9,676
Municipal Property Management	585,062	672,174	87,113
Operations Fleet	234,468	239,266	4,798
Public Transit	665,077	881,611	216,535
Roads, Walks & Lights	1,388,302	1,432,916	44,613
Grounds-Ops	1,036,992	1,082,249	45,257
Cemeteries & Crematoriums	58,373	59,725	1,352
<b>Total Expense</b>	<b>4,951,443</b>	<b>5,365,197</b>	<b>413,754</b>
<b>Net Surplus/-Deficit</b>	<b>-3,113,911</b>	<b>-3,444,794</b>	<b>330,884</b>
<b>Net Surplus/-Deficit</b>			
	<b>Approved 2024</b>	<b>Requested 2025</b>	<b>(+/-) from prior year</b>
Asset Management/Capital Planning	-1,255	-47,653	46,398
Energy Management	-43,243	0	-43,243
Municipal Building Maintenance	-89,550	-83,499	-6,051
Municipal Property Management	-453,429	-498,032	44,603
Housing Building Maintenance	0	0	0
Operations Fleet	-234,468	-239,266	4,798
Public Transit	0	-178,611	178,612
Roads, Walks & Lights	-1,373,302	-1,415,066	41,763
Grounds-Ops	-868,587	-931,405	62,818
Cemeteries & Crematoriums	-50,076	-51,262	1,186
<b>Net Surplus/-Deficit</b>	<b>-3,113,911</b>	<b>-3,444,794</b>	<b>330,884</b>



# Operating Budget

## Operations by Object Type

	2024	2025	2026	2027
<b>Revenue</b>				
Sales of Goods and Services	-301,100	-325,123	-338,226	-351,390
Rental Revenue	-7,101	-9,507	-4,266	-4,352
Unconditional Grants	-246,577	-90,000	-100,000	-100,000
Conditional Grants	-287,000	-287,000	-287,000	-287,000
Transfer from Reserves	-995,754	-1,208,772	-1,166,511	-1,186,721
<b>Total</b>	<b>-1,837,532</b>	<b>-1,920,402</b>	<b>-1,896,003</b>	<b>-1,929,463</b>
<b>Expense</b>				
Salaries	1,711,212	1,720,614	1,825,632	1,889,529
Benefits	394,861	396,284	423,444	437,889
Other Allowances and Training	15,245	15,189	17,731	18,551
Contracted Services	1,320,246	1,372,352	1,410,409	1,438,533
Material, Goods and Supplies	904,053	945,773	1,019,649	1,041,121
Transfer to Reserves	483,070	564,746	681,200	759,025
Financial Service Charges	0	168,140	168,140	168,140
Internal Transfers	122,757	182,098	187,812	192,993
<b>Total</b>	<b>4,951,443</b>	<b>5,365,197</b>	<b>5,734,018</b>	<b>5,945,782</b>
<b>Net Surplus/-Deficit</b>	<b>-3,113,911</b>	<b>-3,444,794</b>	<b>-3,838,015</b>	<b>-4,016,318</b>
<i>Depreciation (Unfunded)</i>	<i>1,453,872</i>	<i>1,453,872</i>	<i>1,599,259</i>	<i>1,599,260</i>



# Operating Budget

## Utilities

	Approved 2024	Requested 2025	(+/-) from prior year
<b>Revenue</b>			
Water Supply & Distribution	-2,234,008	-2,196,487	-37,521
Sanitary Sewage Serv & Treat.	-3,385,588	-3,546,963	161,374
Garbage Collection & Disposal	-1,276,195	-1,229,731	-46,464
Recycling-Operations	-566,813	-588,706	21,893
<b>Total Revenue</b>	<b>-7,462,604</b>	<b>-7,561,886</b>	<b>99,282</b>
<b>Expense</b>			
Water Supply & Distribution	2,234,008	2,196,487	-37,521
Sanitary Sewage Serv & Treat.	3,385,588	3,546,963	161,375
Garbage Collection & Disposal	1,276,196	1,229,731	-46,465
Recycling-Ops Build Mtn	566,812	588,706	21,893
<b>Total Expense</b>	<b>7,462,604</b>	<b>7,561,886</b>	<b>99,282</b>
<b>Net Surplus/-Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Operating Budget

## Utilities by Object Type

	2024	2025	2026	2027
<b>Revenue</b>				
Levies	-6,465,362	-7,122,765	-7,588,945	-7,726,227
Rental Revenue	-12,914	-13,171	-13,435	-13,704
Transfer from Reserves	-984,328	-425,948	-205,000	-150,000
Total	-7,462,604	-7,561,885	-7,807,380	-7,889,931
<b>Expense</b>				
Salaries	1,169,577	1,198,817	1,240,775	1,284,202
Benefits	253,716	259,935	263,901	273,138
Other Allowances and Training	12,428	12,719	18,087	18,449
Contracted Services	2,362,193	2,216,500	2,002,302	1,967,250
Material, Goods and Supplies	493,672	504,341	516,537	489,437
Waste Disposal Costs	155,548	158,659	161,832	165,069
Transfer to Reserves	1,725,765	1,967,089	2,354,731	2,437,625
Financial Service Charges	1,152,010	1,047,083	1,047,083	1,047,083
Internal Transfers	137,696	196,743	202,130	207,676
Total	<b>7,462,604</b>	<b>7,561,885</b>	<b>7,807,380</b>	<b>7,889,931</b>
<b>Net Surplus/-Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Depreciation (unfunded)</i>	638,745	638,745	697,090	762,399





# Appendices

- **Debt & Reserves**
- **Capital Funding Sources**
- **Capital Budget Multi-Year Table**



RESERVE FORECASTING							Proposed Budget	
Reserve	2024	2024		24-25	2025		25-26	
	Opening Balance	Debit	Credit	Estimated Ending-Opening Balance	Debit	Credit	Estimated Ending-Opening Balance	
Annual General Capital Reserve	4,913,783	1,259,795	2,472,500	3,701,079	1,308,455	2,153,781	2,855,752	
Fixed Asset Reserve	73,772	75,263	0	149,035	30,000	0	179,035	
Fleet Reserve	267,280	349,920	135,000	482,200	491,518	0	973,718	
Community Housing Reserve	268,052	62,433	0	330,485		40,000	290,485	
Public Transportation Reserve	651,859	135,000	0	786,859	135,000	291,400	630,459	
Utility Capital Reserve	1,699,615	1,545,765	415,000	2,830,380	1,676,089	305,000	4,201,469	
Financial Stabilization Reserve	2,170,320	95,039	0	2,265,359	535,405	0	2,800,765	
Utility Operating Reserve	844,014	378,241	0	1,222,255		0	1,222,255	
	<b>10,888,696</b>	<b>3,901,456</b>	<b>3,022,500</b>	<b>11,767,653</b>	<b>4,176,467</b>	<b>2,790,181</b>	<b>13,153,939</b>	

DEBT LIMIT PROJECTIONS					
	Actual 2023	Est 2024	Est 2025	Est 2026	Est 2027
*Annual Revenue	24,671,081	24,806,598	25,806,598	26,806,598	27,806,598
Debt Limit Dec 31, 20XX	37,006,622	37,209,896	38,709,896	40,209,896	41,709,896
Used Debt Limit	24,556,252	23,751,880	27,036,745	33,083,617	35,923,021
<b>Remaining Debt Limit</b>	<b>12,450,370</b>	<b>13,458,017</b>	<b>11,673,152</b>	<b>7,126,279</b>	<b>5,786,875</b>

\*Annual increase of ~1M assumed (2025-2026)

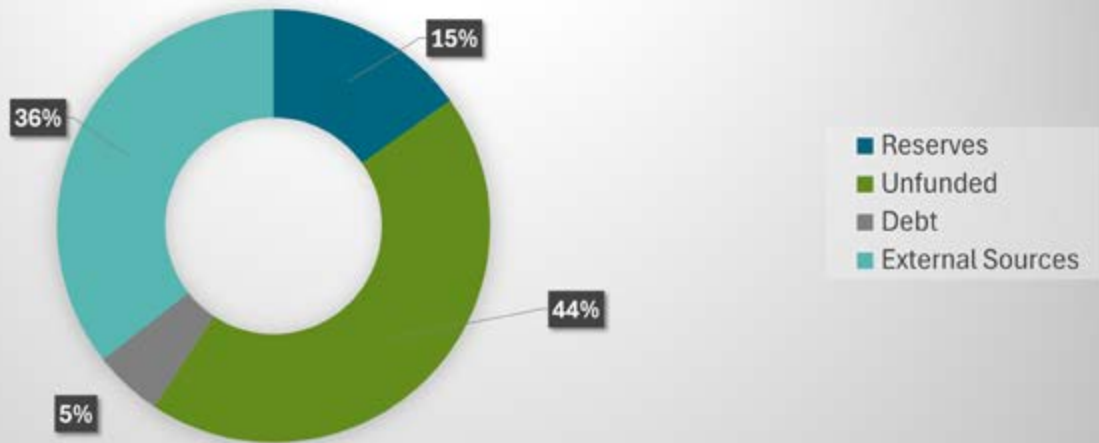


## DEBT PROJECTIONS

PROJECT NAME		Issued	Issued Amount	Proposed	Matures	RATE	BALANCE @ DEC. 31, 2023	Planned 2024 Payments			BALANCE @ DEC. 31, 2024	Planned 2025 Payments			BALANCE @ DEC. 31, 2025	Planned 2026 Payments			BALANCE @ DEC. 31, 2025	Planned 2027 Payments			BALANCE @ DEC. 31, 2027
								Principal	Interest	Total		Principal	Interest	Total		Principal	Interest	Total		Principal	Interest	Total	
WWTP Improvement	UT	2002	4,000,000		2024	4.80%	102,470	102,470	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WWTP Improvement	UT	2019	2,200,000		2034	2.55%	1,692,551	135,111	42,336	177,447	1,557,440	138,581	38,866	177,447	1,418,859	142,140	35,307	177,447	1,276,719	145,790	31,656	177,447	1,130,929
GA GB Lot Servicing	UT	2021	6,200,000		2051	3.46%	5,957,226	128,845	200,589	329,434	5,828,381	133,341	196,092	329,434	5,695,040	137,995	195,795	333,790	5,557,045	142,811	190,979	333,790	5,414,234
WWTP Improvement	UT	2023	2,650,000		2043	5.23%	2,650,000	76,845	149,674	226,519	2,573,155	81,406	145,113	226,519	2,491,748	86,238	140,281	226,519	2,405,510	91,357	135,162	226,519	2,314,153
Rec Renovation	Tax	2023	11,500,000		2043	5.23%	11,500,000	315,840	664,770	980,610	11,184,160	334,489	646,121	980,610	10,849,671	354,240	626,371	980,610	10,495,432	375,156	605,454	980,610	10,120,276
WWTP Improvement	UT	2025	2,600,000		2045	5.15%						76,850	132,923	209,773	2,523,150	65,167	155,782	220,948	2,457,983	68,760	152,188	220,948	2,389,223
CH Lot Servicing	UT	2025	1,200,000		2050	5.18%						132,464	31,474	163,938	1,067,536	27,504	60,875	88,379	1,040,032	29,021	59,359	88,379	1,011,011
Transit Infrastructure	Tax	2025	726,000		2030	4.54%						129,832	38,308	168,140	596,168	137,098	31,042	168,140	459,069	144,770	23,370	168,140	314,299
Lagoon Project	UT	2026	2,517,500		2051	5.18%										50,976	129,755	180,731	2,466,524	53,651	127,080	180,731	2,412,872
Rec Renovation	Tax	2026	5,000,000		2046	5.23%										249,599	283,341	532,939	4,750,401	262,772	270,167	532,939	4,487,629
WWTP Improvement	UT	2027	4,280,000		2047	5.15%														126,507	218,812	345,319	4,153,493
27-28 DRP-Municipal Portion	Tax	2028	10,000,000		2058	5.18%																	
			<b>\$12,043,500</b>				<b>\$24,719,798</b>				<b>\$23,751,880</b>				<b>\$27,036,745</b>				<b>\$33,083,617</b>				<b>\$35,923,021</b>



## 2025 Capital Funding Sources



2025 FUNDING LEGEND/SOURCE	2025
LGFF-Local Government Fiscal Framework-Operating	\$120,000
LGFF-Local Government Fiscal Framework-Capital	\$1,485,000
CCBF-Canada Community Building Fund	\$642,245
RTSF-Rural Transit Solutions Fund	\$2,449,600
DRP-Disaster Recovery Program	\$1,550,000
Insurance	\$300,000
Unfunded/Grant Application	\$8,110,000
Debt	\$948,000
RR-Restricted Reserves	
Annual General	\$2,153,781
Transportation & Parking Reserve	\$291,400
Community Housing Reserve	\$40,000
Utility Capital Reserve	\$305,000
Fleet Reserve	\$0
Utility Operating Reserve	\$0
Fixed Asset Reserve	\$0
Financial Stabilization Reserve	\$0
Utility Operating Reserve	\$0
Fixed Asset Reserve	\$0
Financial Stabilization Reserve	\$0
<b>TOTAL</b>	<b>\$18,395,026</b>



Department/Area	Project Name	Funding Source	2024	2025	2026	2027	2028	2029
<b>Community Development</b>								
<b>Activity Centre</b>								
*Carry Forward From Prior Year(s)			2,307,113					
	Kitchen Equipment Replacement	RR		9,000				
	Fire and Security Monitoring	RR	163,000					
	Fire Separation Basement	RR	44,000					
	MPH Projector	RR	20,000					
	Activity Centre Portion of Renovations (Construction)	LGFF(c)/Debt	3,911,286					
	East Parking lot	RR		221,690				
	Generator	DRP		400,000				
	Ventilation and HVAC upgrades (incl dehumidification for curling rink)	Unfunded			1,409,344			
	Recommission Heat Exc HX1 and HX2	Unfunded			300,629			
	Tennis Court Resurfacing and Pickleball Development	Unfunded			250,000			
	Heat Waste Recovery System	Unfunded			150,000			
	Security System Admin/Activity Center - Addition of keyless entry on exterior doors	Unfunded			54,735			
	Improve connectivity of administrative spaces & functionality of Seniors Centre	Unfunded				420,000		
	Convert administration space in lobby into meeting space	Unfunded				30,406		
	Replace all interior lighting throughout the Activity Centre	Unfunded				329,016		
	Replace exterior lighting around Activity Centre	Unfunded				58,160		
	Security System Admin/Activity Center	Unfunded				108,471		
	Provide windows on the east wall of the multipurpose hall	Unfunded					21,692	
	Convert viewing room between handball courts into storage room	Unfunded					16,900	
<b>Grounds</b>								
*Carry Forward From Prior Year(s)			920,522					
	Jasper Stage Heaters and Retractable Walls	Unfunded			225,000			
	Log Cabin portion of renovations	Unfunded				250,000		
<b>Arena</b>								
*Carry Forward From Prior Year(s)			1,065,368					
	Floor Machine	RR	18,000					
	Player Bench Improvements	RR	40,000					
	Arena portion of Renovations (Construction)	Debt	4,469,475					
	Old Ice plant renovated to Jan Storage	RR		25,000				
	Polaris Side by Side Ice/Snow Clearing (Replacement)	RR		50,000				
	Replace and upgrade dehumidification and CO2 Sensors within arena, including all support spaces	Unfunded			1,105,242			
	Refurbished all sound system components	Unfunded				46,227		
<b>Aquatic</b>								
*Carry Forward From Prior Year(s)			1,214,652					
	Aquatic Portions of Renovations Construction	Debt	2,730,000					
	Weight Room Benches	RR	5,000					
	Boiler 2 Replacement	RR	229,755					
	Repair Insulation in Entrance	RR	150,000					
	Add Main Mechanical Room Air Supply	RR	114,600					
	Fire Alarm System	RR	52,972					
	Replace pool electrical bonding.	RR	135,500					
	Diving Board base	RR		20,000				
	Aquatic Renovation Additional Scope							
	Review chemical feed system and ventilation (C-12 system)	Unfunded			100,820			
	Construct a new water treatment room	Unfunded			10,397			
	Add Main Mechanical Room Air Supply	Unfunded			114,600			
	Review Main Mechanical Room Fire Stopping	Unfunded			5,691			
	Fitness/Aquatic Centre Fire Alarm System	Unfunded			52,972			
	Replace all steel and copper piping, valves throughout facility	Unfunded			91,397			
	Install impressed Current Cathodic Protection to the pool deck	Unfunded			603,593			
	Geotechnical backfill under footings in crawl space.	Unfunded			91,397			
	Sand filters (All) and Heat Exchangers	Unfunded			500,000			
	Upgrade all mechanical systems for the entire aquatic centre	Unfunded			1,559,092			
	Replace Domestic Hot Water Tanks (x2)	Unfunded			48,000			
	Security System Admin/Activity Center - Addition of keyless entry on exterior doors	Unfunded			11,877			
	Exterior Lighting replacement for Aquatic Centre	Unfunded			41,056			
	Aquatic Centre Ext Clad Replacement	Unfunded				312,467		
	Communications System - Cabling	Unfunded				19,313		
	Communication system - Sound System					13,684		
<b>Rec Grounds</b>								
*Carry Forward From Prior Year(s)								
	Com and Cent Park Improvement	CHCI	250,000					



Daycare									
*Carry Forward From Prior Year(s)									
	Daycare yard Astro Turf	RR	35,000						
	Kitchen Flooring replacement	RR	25,000						
	Flooring in old rooms	RR		40,000			60,000		
	Bathroom Renovation	RR		30,000					
	Daycare yard drainage	LGFF (c)		275,000					
	Interior Renovations	Unfunded				60,000			
	Washer/Dryer replacement	Unfunded							15,000
Department/Area	Project Name		2024	2025	2026	2027	2028	2029	
Protective Services									
Fire									
*Carry Forward From Prior Year(s)			489,132						
	Aerial replacement	RR/CGBF	1,100,000	1,100,000					
	Landscaping	RR	25,000						
	Residential Space Redesign	RR	38,000						
	Residential Space Construction	RR	140,000	285,000					
	Gas Detection Equipment	RR	20,000						
	Wildfire Mitigation Strategy	FRIA	40,000						
	AFRRCS Pagers	RR	35,000						
	RTU 2 Replacement	RR	36,000						
	Structural Protection Wetlines	RR	150,000						
	Fire Bays Air exchange system engineering	RR		10,000					
	Training Room and Hallways flooring	RR		20,000					
	Fire Bays Storage Room improvements	RR		8,000					
	Emergency Services Building Master Plan	RR		50,000					
	Wildland Urban Interface Equipment	RR		50,000					
	Hose Tower Repairs	RR		32,336					
	Generator upgrades	Unfunded			100,000				
	Building HVAC/Envelope upgrades	Unfunded			100,000	150,000			
Bylaw									
	Fleet (New)	RR	85,000						
	Event Signage	RR	10,000						
	Storage Lots Improvements	RR	65,000						
	Moving Traffic Violation Equipment	RR		25,000					
	Fleet replacement	Unfunded			90,000				
	Fleet replacement	Unfunded					95,000		
Legislative									
	Records Management Capital	RR	30,000						
	Community Sustainability Plan/Municipal Development Plan	RR	75,000						
	Council Chambers Technology	RR		100,000					
Ops Build Mtn									
General Maintenance									
*Carry Forward From Prior Year(s)			229,091						
	Power Monitoring Test Programmer	RR	30,000	30,000	30,000				
	Roof Access improvements	RR	50,000	50,000	50,000				
	Service Truck (Replacement)	RR		80,000					
	Arc Flash Study - All Buildings	RR		30,000					
	10 year service on backup generators	RR		50,000					
	Service Van	Unfunded			100,000				
Housing/Muni Building									
*Carry Forward From Prior Year(s)			5,010,000						
	JCHC Community Housing - Parcel GC Site Development & Construction	AHPP	6,500,000						
		External Funding	9,950,401						
	Staff Housing-Duplex Secondary Suite	JMHC	200,000						
	Staff Housing-Furnish 1/2 Bonhomme duplex	RR	15,000						
	1251 Cabin Creek Rebuild	Insurance/Debt		300,000	500,000				
	Housing Master Plan	RR		30,000					
	Staff House Renovations - Laundry	RR		10,000					
	Future Community Housing Projects	Unfunded					5,000,000	5,000,000	
Library and Culture Centre									
*Carry Forward From Prior Year(s)			35,000						
	Community Internet	RR	10,000						
	Generator	RR	100,000						
Ops Build Mtn Building									
*Carry Forward From Prior Year(s)			189,548						
	Lock out Tag Panels	RR		40,000	20,000	40,000			
	Bays HVAC Replacement	RR	50,000	60,000	70,000				
	Office Flooring Replacement and office redesign	LGFF(c)		130,000					
	Dry Storage Building	LGFF(c)		100,000					
	BMS Additions	RR		20,000	20,000				
	Back up Generator (Ops Build)	Unfunded				200,000			



Department/Area	Project Name	2024	2025	2026	2027	2028	2029
<b>Roads and Grounds</b>							
<b>Roads</b>							
*Carry Forward From Prior Year(s)		110,000					
Road Repair	RR/LGFF (c)	250,000	300,000	300,000	300,000		
Sidewalk Replacement/Repair	RR	50,000	50,000	100,000	100,000		
Transportation Master Plan Update	RR	170,000					
Sanding Truck (Replacement)	LGFF (c)		300,000				
Flat Deck Trailer	RR		30,000				
Connaught Patricia CBD upgrades	LGFF (c)			100,000	490,000		
LED Sign Boards	RR		30,000				
Trackless Utility Tractor (Addition)	LGFF (c)		100,000				
Road Repair (post fire)	DRP			1,000,000	1,000,000		
Alley Improvements	Unfunded			400,000			
Holiday Lights	Unfunded			150,000			
Street Sweeper (Replacement)	Unfunded			500,000			
Asphalt Repair Equipment	Unfunded			100,000			
Block 15, 16, 17, 18 deep services planning (Colin Crescent)	Unfunded			2,010,000			
Crimson Parking lot	Unfunded			300,000			
Loader Scale	Unfunded				20,000		
<b>Transit</b>							
Transit Fleet Facility Design	RR/RTSF	85,000					
E-bike Program - Fleet (24)	RR/RTSF	44,000	44,000				
E-bike Program - Fleet Charging Stations (2)	RR/RTSF	38,000	38,000				
Transit Fleet Facility Construction	RTSF	1,863,000	1,767,000				
Transit Fleet Zero Emission Bus Purchase( 3)	RR/RTSF	1,125,000	1,125,000				
Transit Stop Improvement	RR	31,000	30,000	10,000			
Electric Bus Charging Infrastructure	RR/RTSF		100,000				
<b>Grounds</b>							
*Carry Forward From Prior Year(s)		277,484					
Irrigation upgrade	LGFF(o)	25,000	25,000	25,000			
Memorial Bench Program	LGFF(o)	15,000	15,000	15,000			
Hazardous/fruit trees removal/replanting	LGFF(o)	50,000	50,000	30,000			
Columbarium & Cemetery Improvements	LGFF(o)			200,000			
Underpass Beautification/H&S	LGFF(o)		30,000				
1/2 ton pick up	RR	75,000					
Underpass Drainage	RR	50,000					
Robson Park Refurbishment Plan (Design/Construction)	RR	30,000		550,000	550,000		
Cemetery Outhouse	RR		20,000				
Excavator and Haul Trailer	LGFF (c)		130,000				
Trackless Machine	LGFF (c)		150,000				
Grounds/Picnic Restoration	Unfunded			50,000			
Town Trail Signage	Unfunded			50,000			
Top Dresser (Replacement)	Unfunded			60,000			
Wood Chipper	Unfunded			30,000			
Electric Utility Truck (Replacement)	Unfunded			50,000			
Weed Steamer	Unfunded			30,000			
1/2 ton pick up	Unfunded			60,000			
Lion's Park Refurbishment Plan (Design/Construction)	Unfunded			35,000	1,100,000		
Solid Waste Truck (Replacement)	Unfunded				400,000		400,000
Downtown Core	Unfunded					100,000	
<b>Department/Area</b>	<b>Project Name</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Utilities</b>							
<b>Water</b>							
*Carry Forward From Prior Year(s)		1,098,104					
Annual Valve Replacement Program	RR	150,000	150,000	150,000	150,000	150,000	150,000
Annual Hydrant rebuilds - 20 units per year - on-going annual BMP program	RR	55,000	55,000	55,000			
Leak detection equipment	RR	40,000					
Well VFD lifecycle replacement	RR	120,000					
MCC lifecycle replacement	RR	80,000					
Infrastructure replacement tooling	RR	25,000	40,000				
Water damage list (WSP) + cap and abandon line under Maligne lodge and Mt robson hotel	DRP		750,000				
Service line replacement/renewal for block 11, 12, 24, 25, 27 and 31	Unfunded		950,000	950,000			
Service line replacement/renewal for rebuilding properties	Unfunded		50,000	100,000	100,000		
Fire Hydrant, side port replacement	Unfunded/Pending Grant		250,000				
Cabin Lake emergency water supply	Unfunded/Pending Grant		1,500,000				
Connaught water loop (ISL)	Unfunded/Pending Grant		3,400,000				
Residential Water Meter Upgrade	Unfunded			1,000,000			
Commercial Water Meter Replacement	Unfunded			315,000			
Critical transmission lines condition analysis	Unfunded				70,000		
Water Wells servicing	Unfunded				110,000		
Utilities Bylaw Review	Unfunded				27,500		



	Block 15, 16, 17, 18 deep services planning (Colin Crescent)	Unfunded					500,000	1,050,000
	Reservoir inspection	Unfunded			10,000			
	Lead service removal, block 11, 24 (700 Patricia/Connaught)	Unfunded						
	Chlorination system replacement and room safety upgrades	Unfunded						
	Deep infrastructure renewal program	Unfunded						110,000
	Water Reservoir Cleaning	Unfunded						
	Water Well Lifecycle replacement	Unfunded						
	Valve Maintenance Unit	Unfunded						
	Utility Master and Infrastructure Renewal Plan	Unfunded						
<b>Sewer</b>								
*Carry Forward From Prior Year(s)							2,633,958	
	WWTP Annual Capital Requirement	Debt	2,600,000	585,000		1,380,000	2,900,000	20,000
	Waste Treatment Plant Security Fence	RR	110,000					
	Sanitary mainline spot relining	RR	150,000		150,000		150,000	
	Sludge Truck end-of life replacement	RR	220,000					
	WWTP Generator	DRP		400,000				
	Post fire debris removal CCTV/ Flushing	Unfunded		210,000				
	Emergency storage Rehabilitation/Lagoon project	Unfunded/Pending Grant/Debt		500,000	4,250,000			
	Wastewater collection cleaning and inspection (post fire)	Unfunded		250,000				
	Service line replacement/renewal for block 11, 12, 24, 25, 27 and 31	Unfunded		950,000	950,000			
	Service line replacement/renewal for rebuilding properties (place holder for property not covered in larger project)	Unfunded		50,000	100,000	100,000		
	Biosolids management plan	Unfunded			110,000			
	Utilities Bylaw Review	Unfunded				27,500		
	Lift Station Upgrade, Patricia Place	Unfunded					500,000	
	Block 15, 16, 17, 18 deep services planning (Colin Crescent)	Unfunded					500,000	1,050,000
	Deep infrastructure renewal program	Unfunded						110,000
	Lift Station Upgrade, Stone Mountain	Unfunded						550,000
	Combination Sewer Cleaner Unit	Unfunded						
<b>Garbage &amp; Recycling</b>								
*Carry Forward From Prior Year(s)								
	Garbage Bin Replacement Program	RR	60,000	60,000	60,000	60,000		
	EPR Adaptation	RR	70,000					
	Refit old Garbage Cans and permanent locations	RR	300,000					
	WYRWA contribution to Cell Development	RR	135,000					
	Solid Waste Truck (Replacement)	Unfunded				400,000		400,000
<b>Department/Area</b>	<b>Project Name</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Administration</b>								
<b>General</b>								
*Carry Forward From Prior Year(s)								
	Roof Access, Fall Protection and Key System	RR	58,428					
	Asset Management Software	RR	25,000					
	Office Space Redesign	RR		150,000				
	Security System Admin/Activity Center - Addition of keyless entry on exterior doors	Unfunded			11,571			
	Improve connectivity of administrative spaces and relocate Seniors Centre.	Unfunded			415,359			
	Convert administration space in lobby into meeting space	Unfunded			30,406			
	Carpool Vehicles (Van Replacement)	Unfunded				50,000		
	DRP Municipal Contribution	Unfunded/Debt					10,000,000	
<b>Information Technology</b>								
*Carry Forward From Prior Year(s)								
	Network Infrastructure Upgrade (Annual Program)	RR	20,000	50,000	20,000	20,000	20,000	20,000
	Cloud Computing Framework	RR		15,000				
	External Security Audit	RR		15,000				
	Business Continuity and Business Plan	Unfunded			30,000			
	Records and Information Management Review	Unfunded			15,000			
	Replace MD/Host1 Server at AC	Unfunded			30,000			
	Server (CFS)	Unfunded					35,000	
	Activity Centre Network Upgrades	Unfunded					20,000	
	Server (Ops)	Unfunded						33,000
	Network Accessible Storage and Server	Unfunded				45,000		
	<b>Total</b>		<b>\$54,939,623</b>	<b>\$18,395,026</b>	<b>\$22,773,178</b>	<b>\$8,537,744</b>	<b>\$20,008,592</b>	<b>\$8,910,029</b>
*Carry Forward From Prior Year(s)	<b>Determined in Year End Process - RFD</b>							

