

Municipal Budget

2025-2027



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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

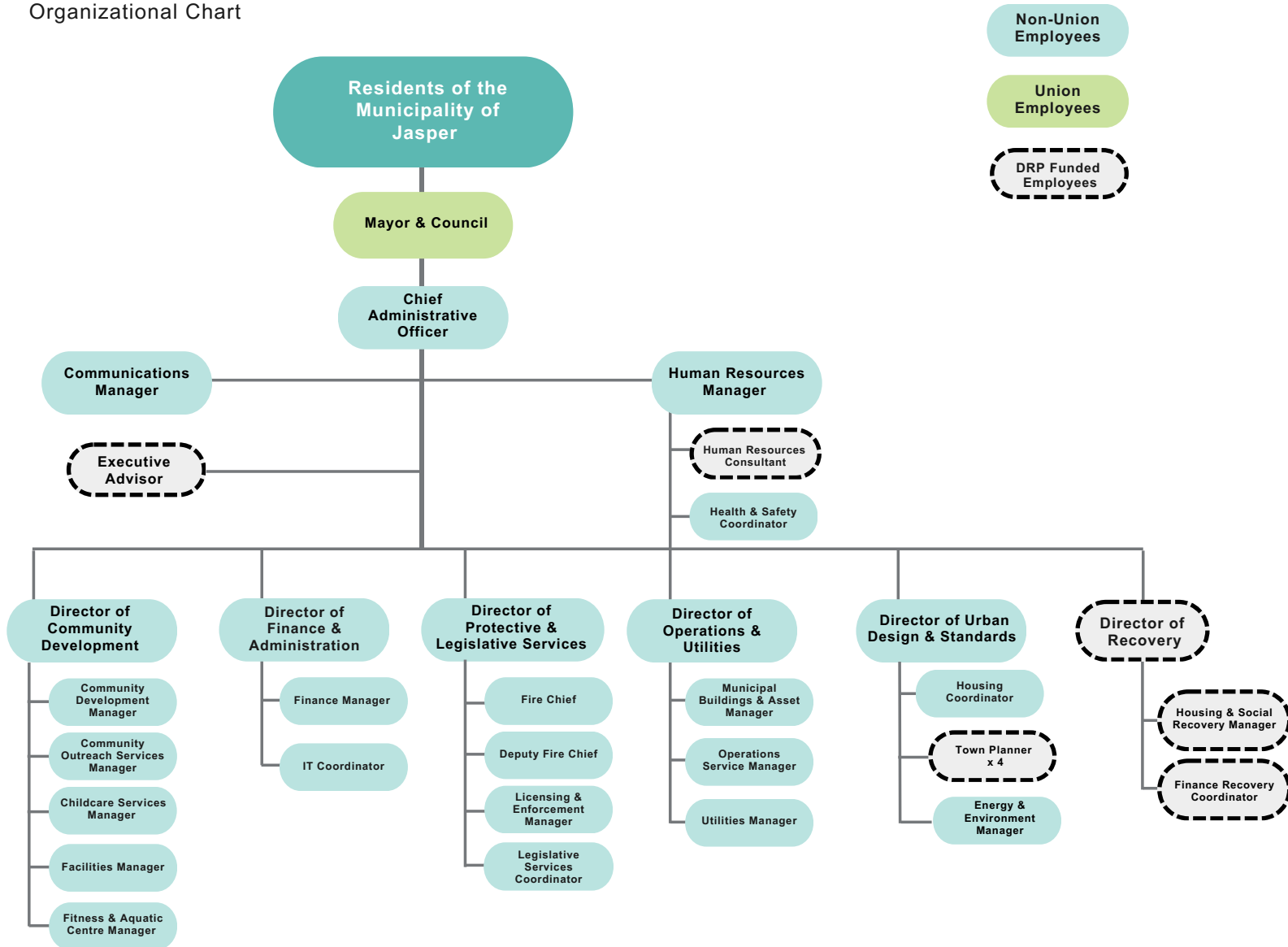
The Corporation of the Municipality of Jasper is testing six internal values. Based on the input from the approximately 40 staff members, these definitions capture the “feel” of what the proposed values mean to staff.

| Value | What it Means |
|------------------------|---|
| Accountability | We own and exercise our specific roles to the best of our ability, to the benefit of our colleagues. |
| Communication | We provide clear and necessary information in times, places and methods that are most appropriate to those hearing us. |
| Empathy | 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. |
| Professionalism | 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. |
| Respect | We are colleagues, believing in each other and valuing each other's contribution. |
| Teamwork | 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) ¹ | 1.2% | 1.1% | 1.7% | 2.1% |
| Canadian CPI ³ | 3.9% | 2.5% | 2.1% | 2.1% |
| Prime Interest Rate - Canada ² | 6.7% | 5.95% | 5.2% | 5.3% |
| Unemployment Rate Alberta ¹ | 5.9% | 7.1% | 6.8% | 6.1% |

¹. ATB Alberta Economic Outlook -October 4,2024

². Actual Prime Rate as of November 18, 2024

³. TD Economics - latest forecast tables



Operating Budget Summary

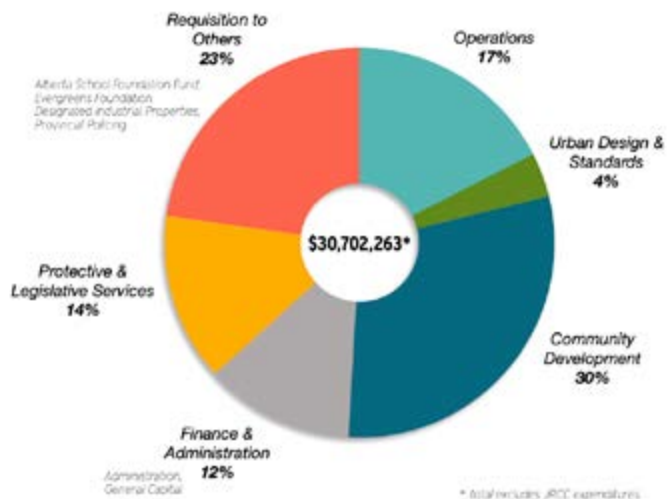
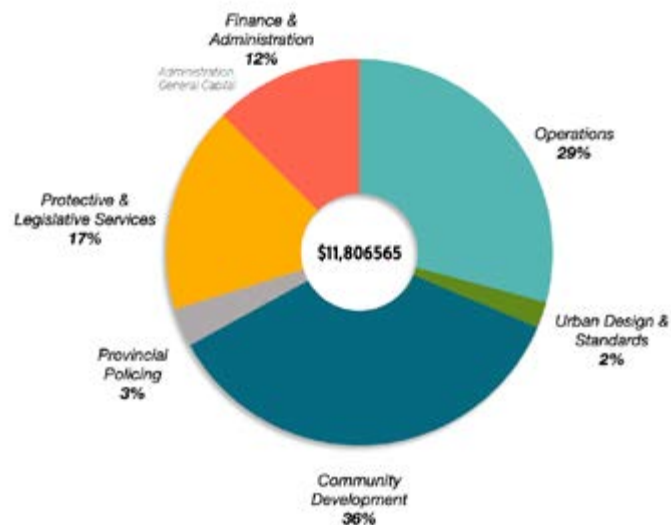
2025 Net Tax Envelope

By Department

| Department | 2024 | | | 2025 | | | Net Dif |
|--|-----------|-----------|-----------------------|-----------|-----------|-----------------------|----------|
| | Revenue | Expense | 2024 Net Tax Envelope | Revenue | Expense | 2025 Net Tax Envelope | |
| Administration | 1,954,631 | 2,665,944 | 711,314 | 2,382,845 | 3,643,629 | 1,260,784 | 549,470 |
| 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 |
| Urban Design and Standards | 0 | 0 | 0 | 872,253 | 1,130,956 | 258,703 | 258,703 |
| Jasper Recovery | 0 | 0 | 0 | 2,753,889 | 2,753,889 | 0 | 0 |
| Protective and Legislative Services | 2,117,912 | 4,270,657 | 2,152,744 | 2,239,332 | 4,381,524 | 2,142,192 | -10,552 |
| Community Development | 5,189,333 | 8,938,377 | 3,749,044 | 4,925,753 | 9,131,980 | 4,206,227 | 457,182 |
| Operations | 1,837,532 | 4,951,443 | 3,113,911 | 1,920,402 | 5,365,197 | 3,444,794 | 330,884 |

| | | | | | | | |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| Total Tax Budget | 17,769,615 | 29,059,376 | 11,289,762 | 21,709,588 | 33,552,909 | 11,843,321 | 553,559 |
| Total Utility Budget | 7,462,604 | 7,462,604 | | 7,561,886 | 7,561,886 | | 99,282 |
| Total Budget | 25,232,219 | 36,521,980 | | 29,271,474 | 41,114,795 | | |

Disaster Recovery 2024-2025 **38,774,349** **43,082,609** **4,308,261** **4,861,820**



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

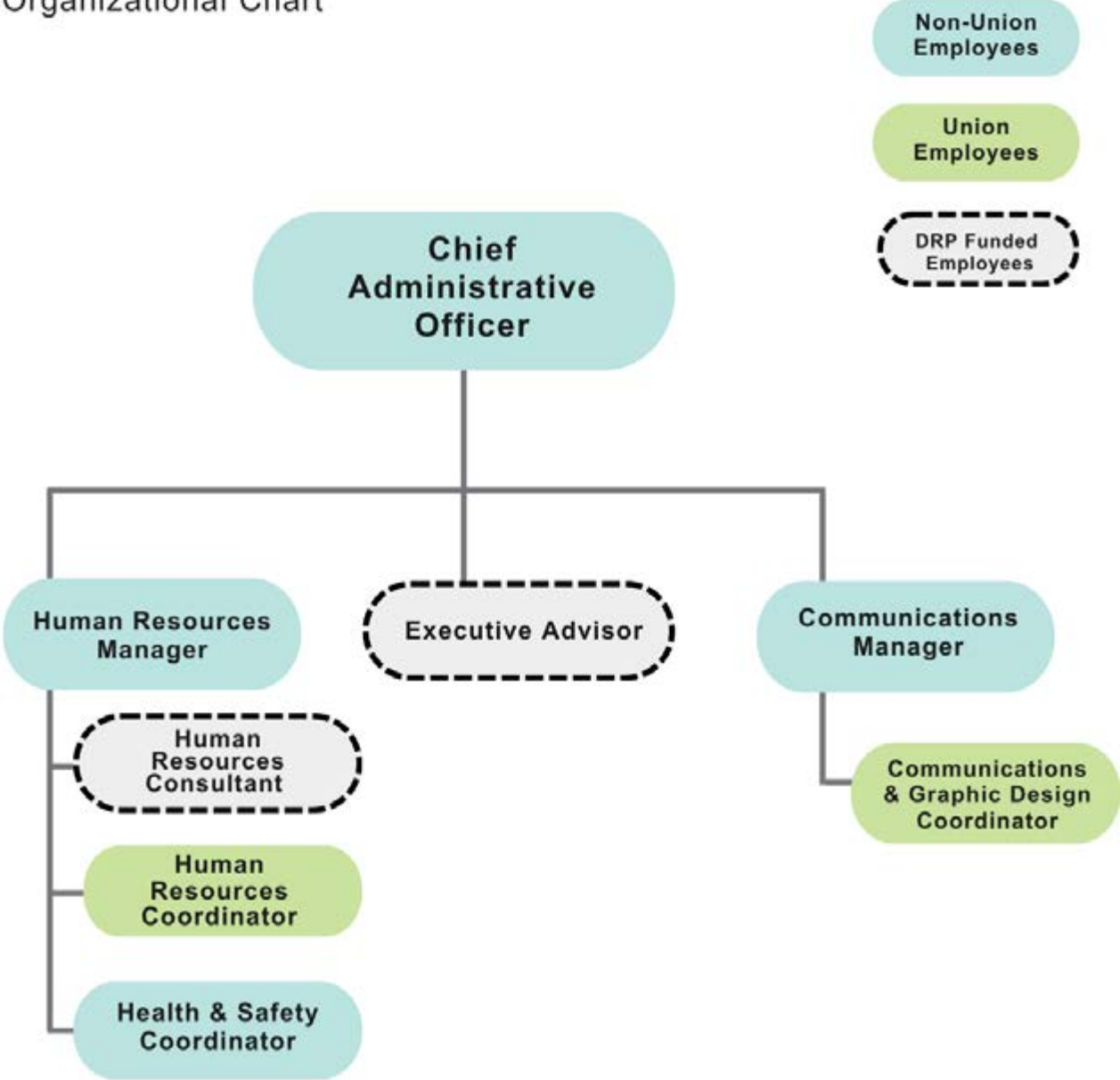
In Jasper's municipal budget, DRP-funded initiatives play a significant role in supporting term positions and recovery activities without excessively burdening municipal finances.

- 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

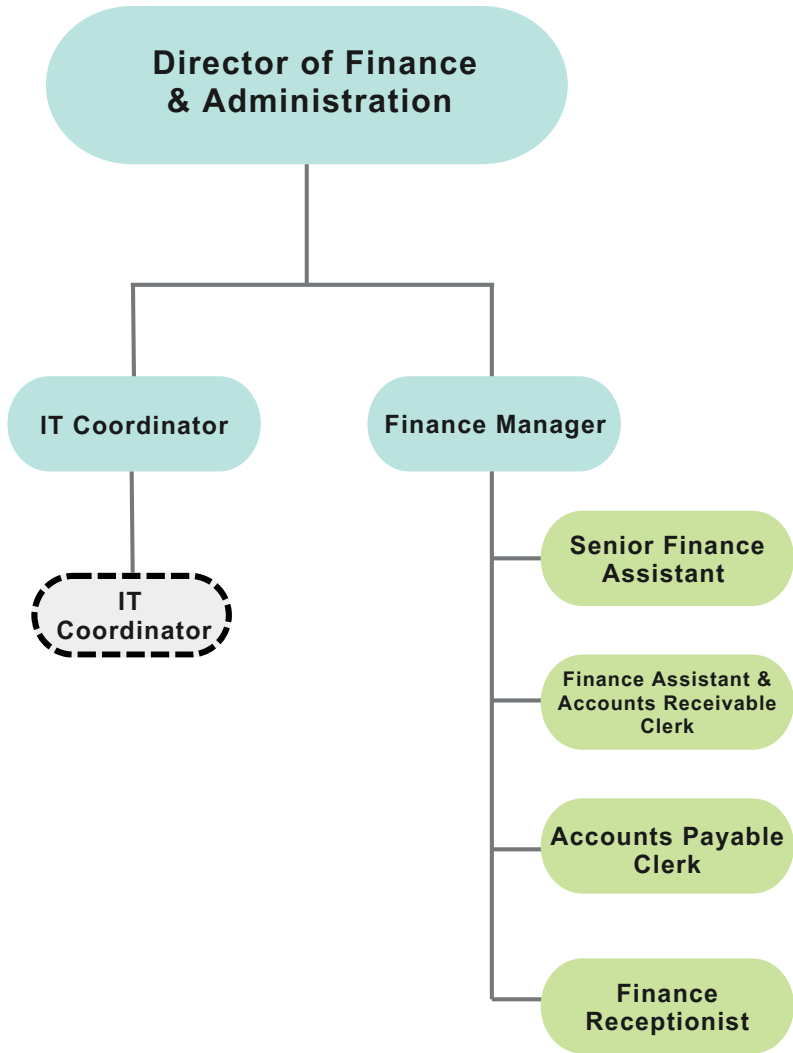


FINANCE & ADMINISTRATION

Organizational Chart

Non-Union Employees

Union Employees



Operating Budget

Finance & Administration

| | Approved 2024 | Requested 2025 | (+/-) from prior year |
|------------------------------------|--------------------|--------------------|--------------------------|
| Revenue | | | |
| Taxation | -7,677,495 | -7,582,863 | -94,632 |
| Municipal Tax | -11,289,762 | -11,843,321 | 553,560 |
| 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 |
| Total revenue | -19,914,599 | -20,841,279 | 926,680 |
| Expense | | | |
| 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 |
| Total Expense | 10,898,900 | 10,789,363 | -109,537 |
| Net Surplus/-Deficit | 9,015,699 | 10,051,917 | -1,036,217 |
| Net Surplus/-Deficit | | | |
| | Approved 2024 | Requested 2025 | (+/-) from prior year |
| Taxation | -185,799 | -324,185 | 138,386 |
| CAO Office | -304,288 | -325,483 | 21,196 |
| Communications | -247,943 | -251,286 | 3,343 |
| Housing | -288,713 | 0 | -288,713 |
| General Adm & Other | -750,127 | -295,680 | -454,447 |
| 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 |
| Net Surplus/-Deficit | -2,274,062 | -1,791,404 | -482,658 |
| Total Municipal Tax Support | 11,289,762 | 11,843,321 | 553,559 |



Operating Budget

Finance & Administration by Object Type

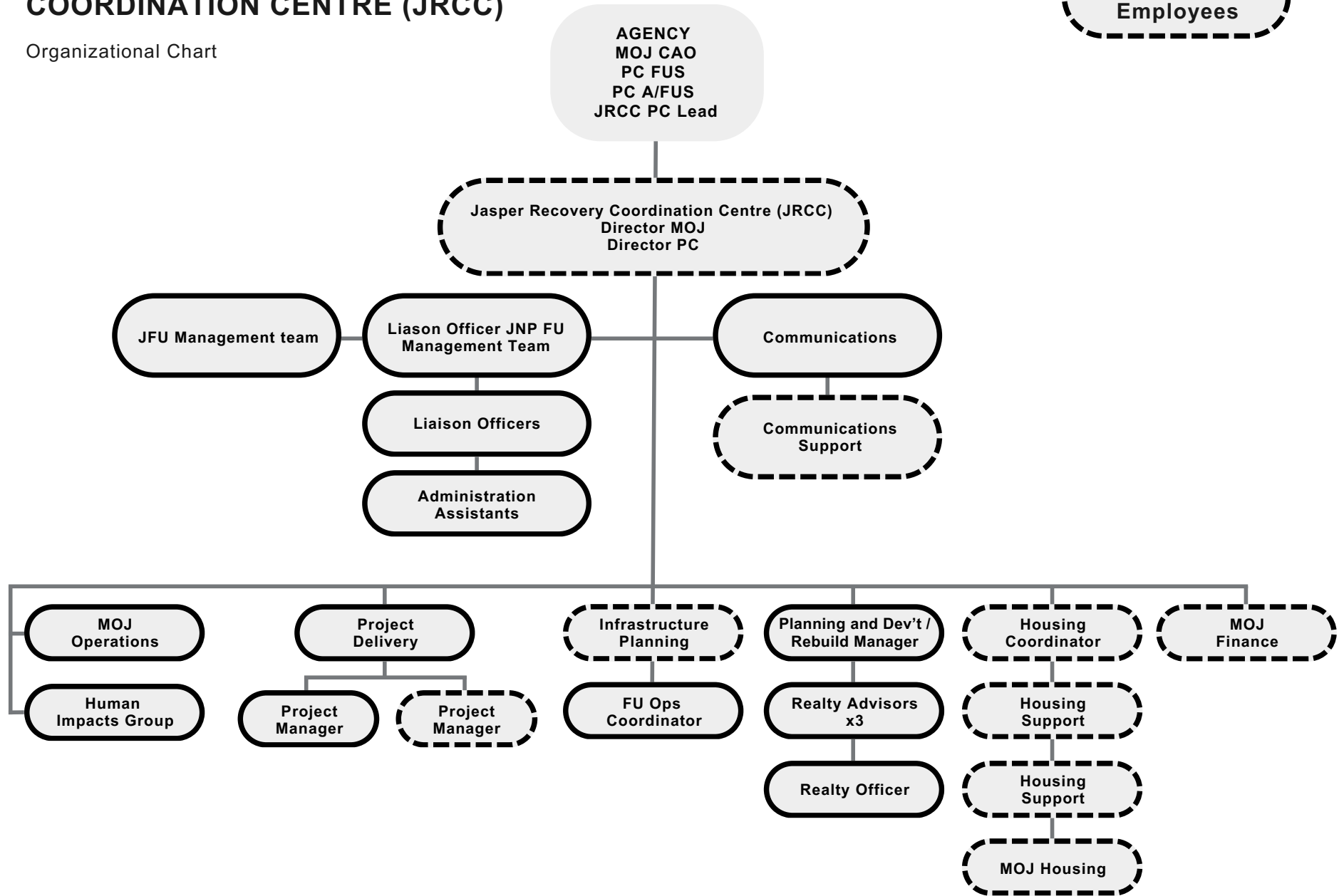
| | 2024 | 2025 | 2026 | 2027 |
|--|--------------------|--------------------|--------------------|--------------------|
| Revenue | | | | |
| Taxes | -17,879,020 | -18,458,433 | -20,162,486 | -21,066,138 |
| Sales of Goods and Services | -62,398 | -45,174 | -46,078 | -47,000 |
| Rental Revenue | -996,182 | -1,370,672 | -1,398,085 | -1,426,047 |
| Transfer of Reserves (from Reserve) | -977,000 | -967,000 | -250,000 | -200,000 |
| Total | -19,914,599 | -20,841,279 | -21,856,649 | -22,739,184 |
| Expense | | | | |
| 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 |
| Total | 10,898,900 | 10,789,363 | 10,725,289 | 11,028,182 |
| Net Surplus/-Deficit | 9,015,699 | 10,051,917 | 11,131,360 | 11,711,002 |
| <i>Depreciation (Unfunded)</i> | <i>37,635</i> | <i>37,635</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 |
|----------------------------------|--------------------------|---------------------------|----------------------------------|
| Revenue | | | |
| Revenue | | | |
| Jasper Recovery | 0 | -2,753,889 | 2,753,889 |
| Total revenue | 0 | -2,753,889 | 2,753,889 |
| Expense | | | |
| Expense | | | |
| Jasper Recovery | | 2,753,889 | 2,753,889 |
| Total Expense | 0 | 2,753,889 | 2,753,889 |
| Net Surplus/-Deficit | 0 | 0 | 0 |
| | | | |
| Net Surplus/- Deficit | Approved 2024 | Requested 2025 | (+/-) from prior year |
| Jasper Recovery | 0 | 0 | 0 |
| Net Surplus/-Deficit | 0 | 0 | 0 |

Operating Budget JRCC by Object Type

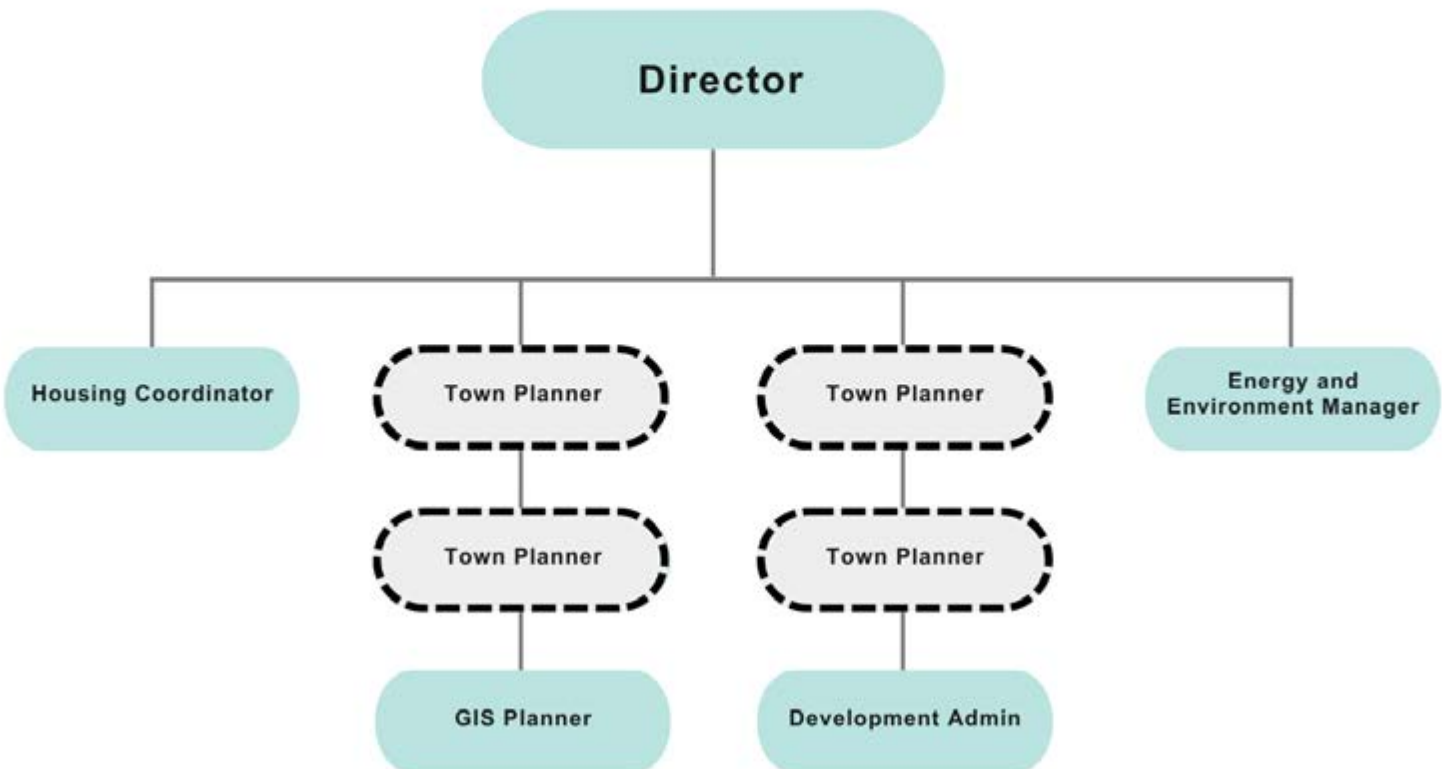
| | 2024* | 2025 | 2026 | 2027 |
|------------------------------|----------|-------------------|-------------------|-------------------|
| Revenue | | | | |
| Conditional Grants | 0 | -2,753,889 | -2,525,083 | -2,317,578 |
| Total revenue | | -2,753,889 | -2,525,083 | -2,317,578 |
| Expense | | | | |
| Salaries | 0 | 1,576,692 | 1,218,929 | 1,255,152 |
| Benefits | 0 | 362,639 | 280,354 | 288,685 |
| Contracted Services | 0 | 771,944 | 983,185 | 731,126 |
| Material, Goods and Supplies | 0 | 42,615 | 42,615 | 42,615 |
| Total Expense | 0 | 2,753,889 | 2,525,083 | 2,317,578 |
| Net Surplus/-Deficit | 0 | 0 | 0 | 0 |

*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 |
|-----------------------------|------------------|-------------------|--------------------------|
| Revenue | | | |
| Urban Design and Standards | 0 | -749,369 | 749,369 |
| Housing | 0 | -122,884 | 122,884 |
| Energy Management | 0 | 0 | 0 |
| Total revenue | 0 | -872,253 | 872,253 |
| Expense | | | |
| Urban Design and Standards | 0 | 763,630 | 763,630 |
| Housing | 0 | 300,084 | 300,084 |
| Energy Management | 0 | 67,242 | 67,242 |
| Total Expense | 0 | 1,130,956 | 1,130,956 |
| Net Surplus/-Deficit | 0 | -258,703 | 258,703 |
| Net Surplus/-Deficit | | | |
| | 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 |
| Net Surplus/-Deficit | 0 | -258,703 | 258,703 |

Operating Budget Urban Design & Standards By Object Type

| | 2024* | 2025 | 2026 | 2027 |
|-------------------------------------|----------|------------------|------------------|------------------|
| Revenue | | | | |
| 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 |
| Total | 0 | -872,253 | -890,016 | -872,949 |
| Expense | | | | |
| 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 |
| Total | 0 | 1,130,956 | 1,124,189 | 1,116,205 |
| Net Surplus/-Deficit | 0 | -258,703 | -234,173 | -243,256 |

*No budget in 2024 however will incur revenue and expenses



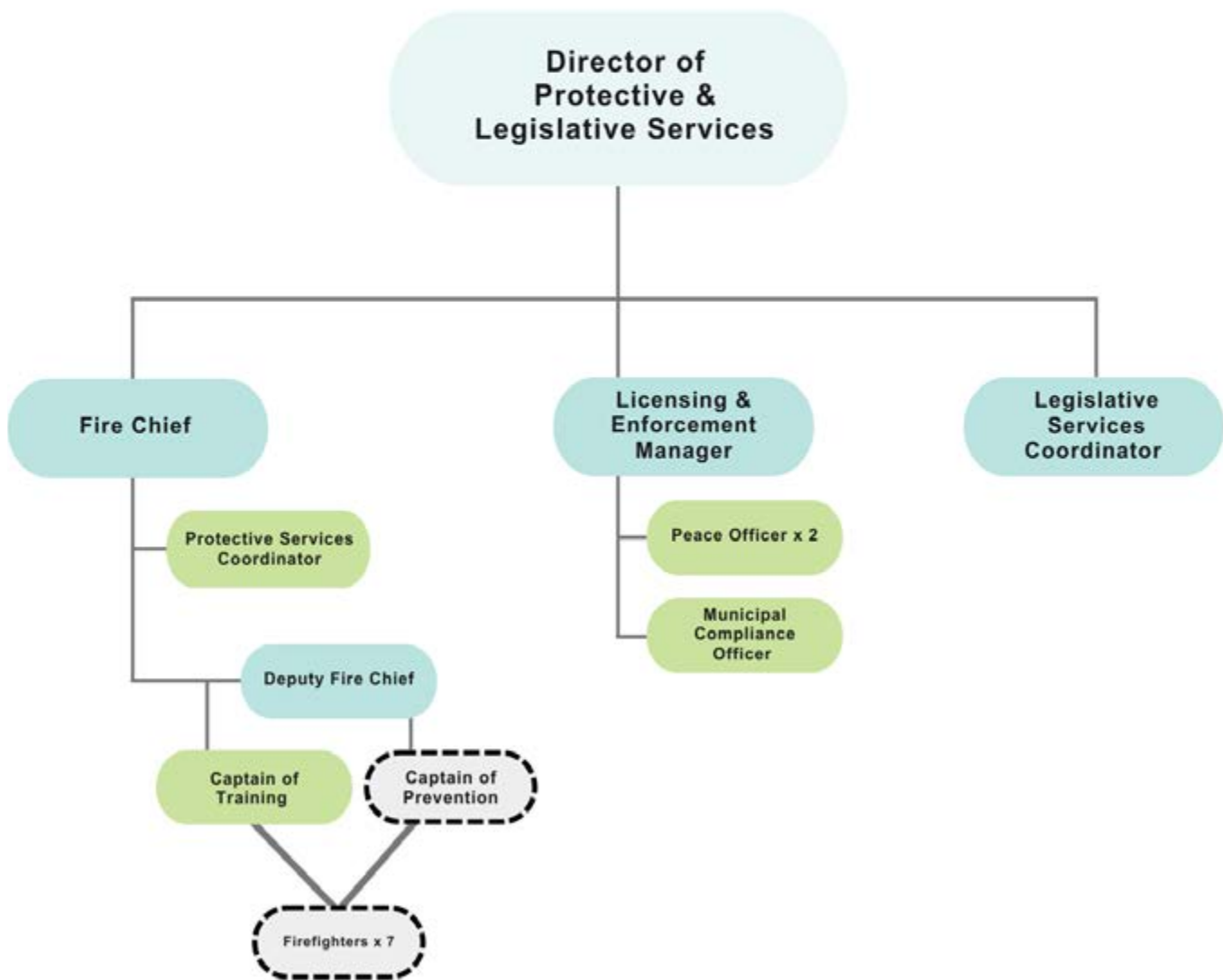
PROTECTIVE & LEGISLATIVE SERVICES

Organizational Chart

Non-Union Employees

Union Employees

DRP Funded Employees



Operating Budget

| | Approved 2024 | Requested 2025 | (+/-) from prior year |
|---|-------------------|-------------------|--------------------------|
| Revenue | | | |
| 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 |
| 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 |
| Total revenue | -2,117,912 | -2,239,332 | 121,419 |
| Expense | | | |
| 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 | 428,687 | -20,226 |
| 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 | 535,463 | 12,661 |
| Visitor Paid Parking | 1,070,000 | 1,072,802 | 2,802 |
| Total Expense | 4,270,657 | 4,381,524 | 110,867 |
| Net Surplus/-Deficit | -2,152,744 | -2,142,192 | -10,552 |
| Net Surplus/-Deficit | | | |
| | Approved 2024 | Requested 2025 | (+/-) from prior year |
| Director of Protective & Legislative Services Office | -184,557 | -189,745 | 5,188 |
| Legislative | -136,587 | -144,129 | 7,542 |
| Council | -403,467 | -420,897 | 17,429 |
| Council Community Contribution | -440,232 | -419,832 | -20,400 |
| Fire & Emergency Measures | -945,810 | -904,861 | -40,949 |
| Emergency, Disaster & ESS Management | -92,389 | -93,303 | 915 |
| Fire Smart | -5,000 | -10,000 | 5,000 |
| Bylaw Enforcement Services | -224,702 | -236,623 | 11,921 |
| Visitor Paid Parking | 280,000 | 277,198 | 2,802 |
| Net Surplus/-Deficit | -2,152,744 | -2,142,192 | -10,552 |



Operating Budget

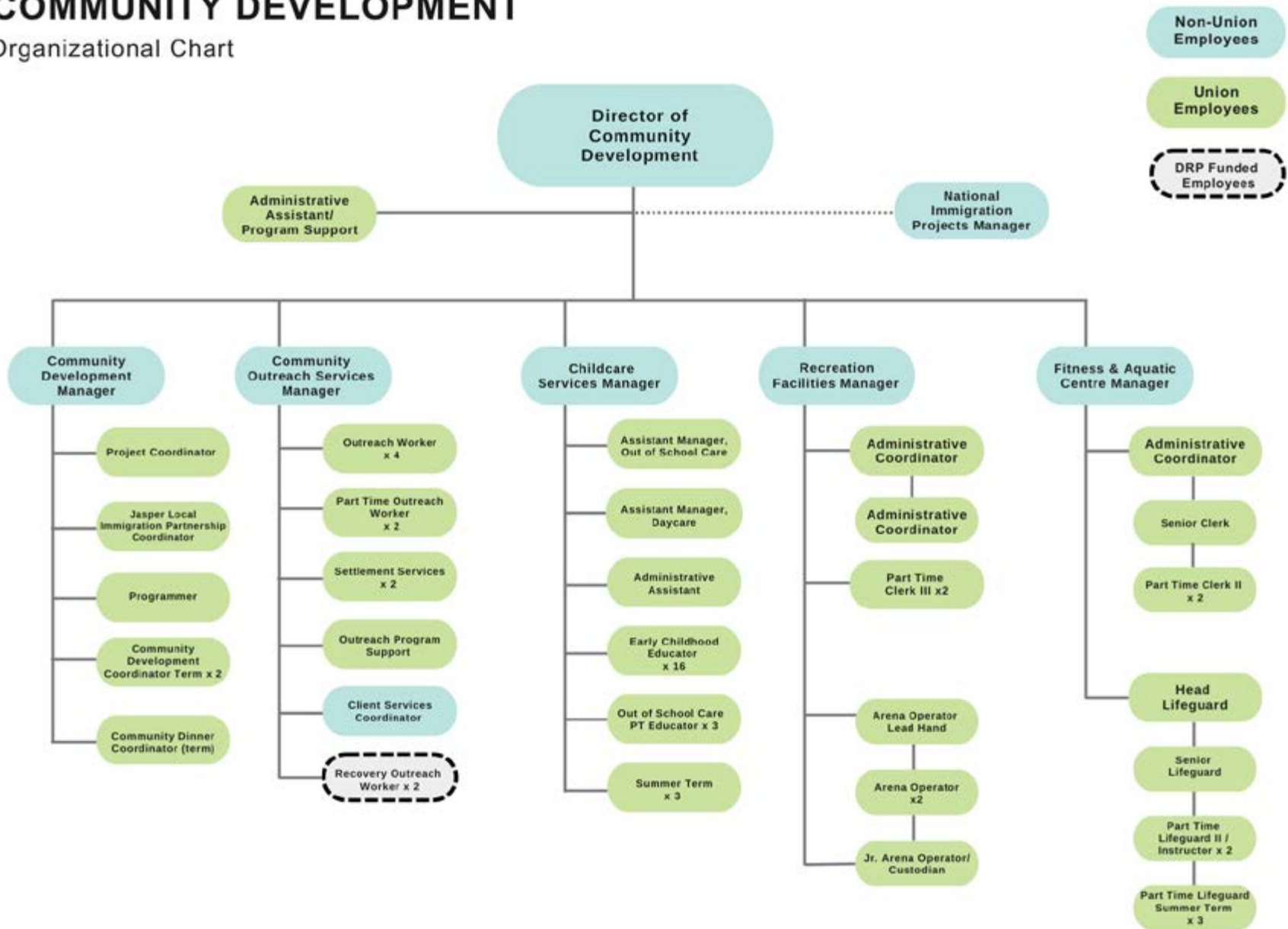
Protective & Legislative Services by Object Type

| | 2024 | 2025 | 2026 | 2027 |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | |
| 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 |
| Total | -2,117,912 | -2,239,332 | -2,223,338 | -2,238,693 |
| Expense | | | | |
| Salaries | 1,252,294 | 1,282,636 | 1,322,635 | 1,363,937 |
| Benefits | 262,802 | 269,276 | 278,178 | 287,156 |
| 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 | 937,725 | 811,613 | 820,763 |
| Financial Service Charges | 6,000 | 6,000 | 6,000 | 6,000 |
| Internal Transfers | 768,781 | 798,692 | 777,161 | 778,837 |
| Total | 4,270,657 | 4,381,524 | 4,297,195 | 4,369,991 |
| Net Surplus/-Deficit | -2,152,744 | -2,142,192 | -2,073,857 | -2,131,298 |
| <i>Depreciation (Unfunded)</i> | 323,878 | 323,878 | 356,266 | 391,893 |



COMMUNITY DEVELOPMENT

Organizational Chart



Operating Budget

Community Development

| | Approved 2024 | Requested (+/-) from 2025 | prior year |
|--|-------------------|------------------------------|-----------------|
| Revenue | | | |
| Activity Centre | -540,407 | -389,157 | -151,250 |
| 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 |
| Total revenue | -5,189,333 | -4,925,753 | -263,579 |
| Expense | | | |
| 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 |
| Net Surplus/-Deficit | -3,749,044 | -4,206,227 | 457,182 |

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 |
| Net Surplus/-Deficit | -3,749,044 | -4,206,227 | 457,182 |



Operating Budget

Community Development by Object Type

| | 2024 | 2025 | 2026 | 2027 |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | |
| 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 |
| Total | -5,189,333 | -4,925,753 | -4,631,273 | -4,203,994 |
| Expense | | | | |
| 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 |
| Total | 8,938,377 | 9,131,980 | 9,550,323 | 9,456,658 |
| Net Surplus/-Deficit | -3,749,044 | -4,206,227 | -4,919,050 | -5,252,664 |
| <i>Depreciation (Unfunded)</i> | 659,028 | 696,703 | 766,373 | 590,989 |

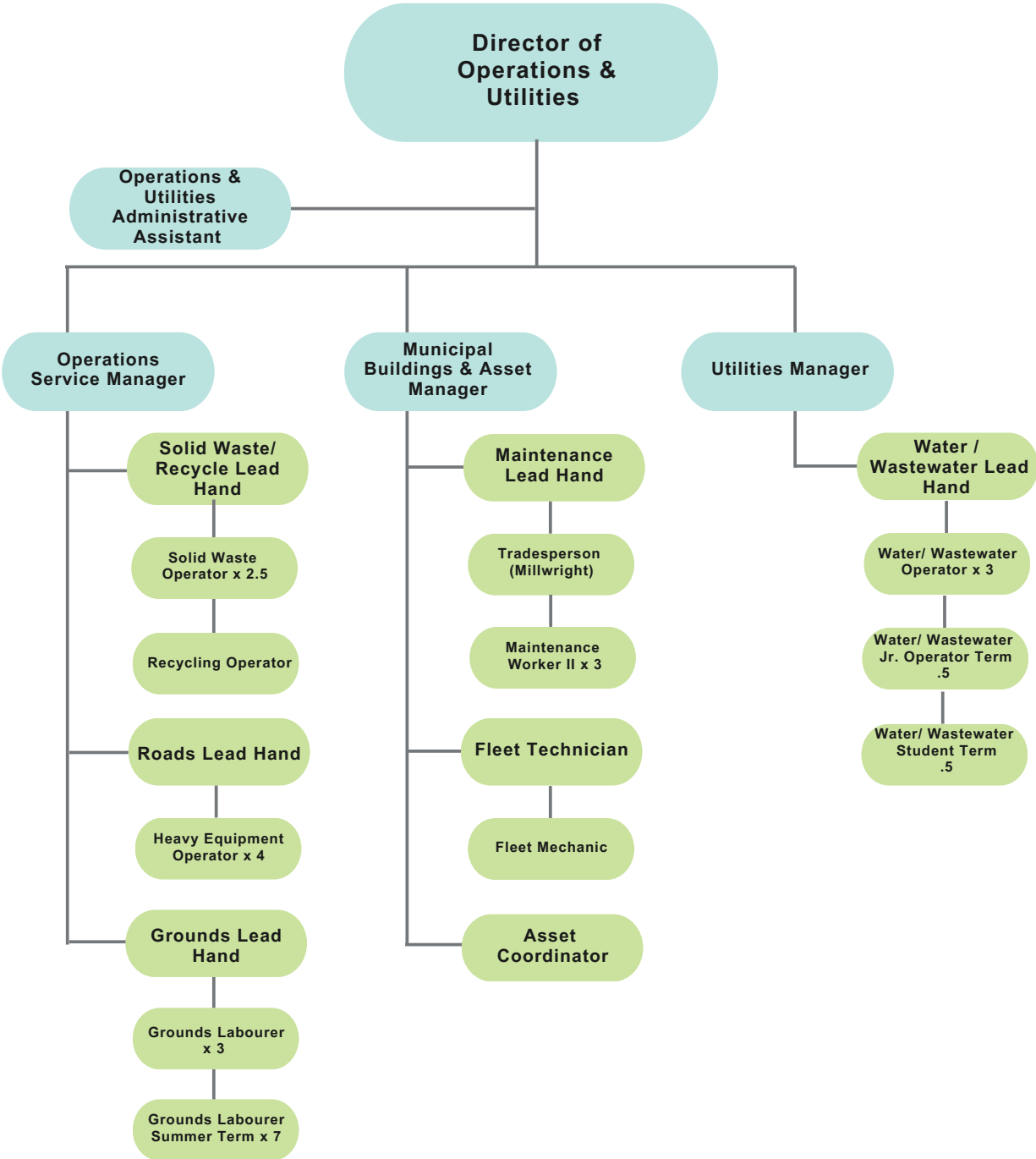


OPERATIONS

Organizational Chart

Non-Union Employees

Union Employees



Operating Budget

Operations

| | Approved 2024 | Requested 2025 | (+/-) from prior year |
|-----------------------------------|-------------------|-------------------|--------------------------|
| Revenue | | | |
| 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 |
| Total revenue | -1,837,532 | -1,920,402 | -82,871 |
| Expense | | | |
| 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 |
| Total Expense | 4,951,443 | 5,365,197 | 413,754 |
| Net Surplus/-Deficit | -3,113,911 | -3,444,794 | 330,884 |
| Net Surplus/-Deficit | | | |
| | Approved 2024 | Requested 2025 | (+/-) from prior year |
| 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 |
| Net Surplus/-Deficit | -3,113,911 | -3,444,794 | 330,884 |



Operating Budget

Operations by Object Type

| | 2024 | 2025 | 2026 | 2027 |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | |
| 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 |
| Total | -1,837,532 | -1,920,402 | -1,896,003 | -1,929,463 |
| Expense | | | | |
| 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 |
| Total | 4,951,443 | 5,365,197 | 5,734,018 | 5,945,782 |
| Net Surplus/-Deficit | -3,113,911 | -3,444,794 | -3,838,015 | -4,016,318 |
| <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 |
|-------------------------------|-------------------|-------------------|--------------------------|
| Revenue | | | |
| Water Supply & Distribution | -2,234,009 | -2,196,487 | -37,522 |
| 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 |
| Total Revenue | -7,462,605 | -7,561,886 | 99,281 |
| Expense | | | |
| Water Supply & Distribution | 2,234,009 | 2,196,487 | -37,522 |
| 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 |
| Total Expense | 7,462,605 | 7,561,886 | 99,281 |
| Net Surplus/-Deficit | 0 | 0 | 0 |
| Levies | | | |
| Water-Levy | 1,396,123 | 1,578,602 | 182,479 |
| Sani-Levy | 2,798,290 | 2,959,664 | 161,375 |
| Garbage-Levy | 1,276,195 | 1,229,731 | -46,465 |
| Recycling-Levy | 536,813 | 558,706 | 21,893 |
| | 6,007,421 | 6,326,703 | 319,282 |



Operating Budget

Utilities by Object Type

| | 2024 | 2025 | 2026 | 2027 |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | |
| 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 |
| Expense | | | | |
| 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 | 7,462,604 | 7,561,885 | 7,807,380 | 7,889,931 |
| Net Surplus/-Deficit | 0 | 0 | 0 | 0 |
| <i>Depreciation (unfunded)</i> | <i>638,745</i> | <i>638,745</i> | <i>697,090</i> | <i>762,399</i> |



Appendices

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



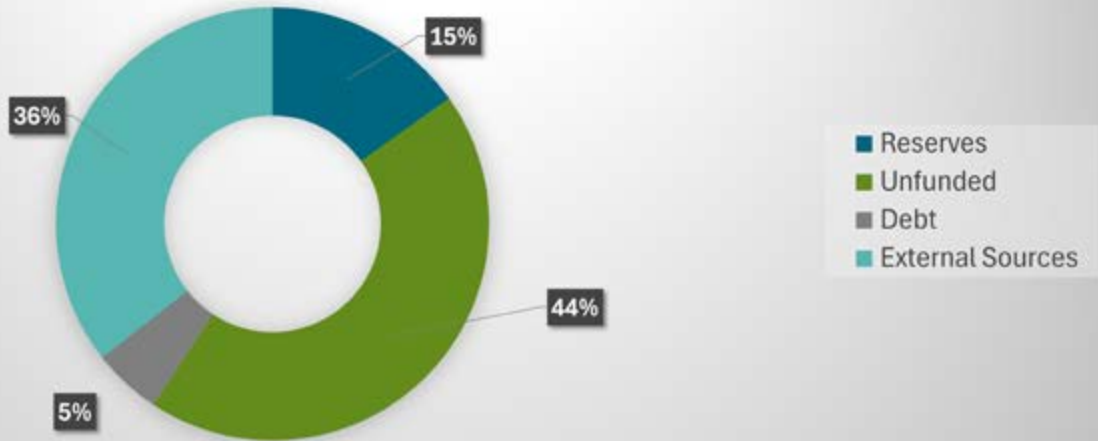
| RESERVE FORECASTING | | | | | | | |
|---------------------------------|--------------------------------|------------------|------------------|----------------------------------|------------------|------------------|----------------------------------|
| Reserve | 2024 | 2024 | | 24-25 | Proposed Budget | | 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 |
| 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 | 360,000 | 2,440,765 |
| Utility Operating Reserve | 844,014 | 378,241 | 0 | 1,222,255 | | 0 | 1,222,255 |
| | 10,888,696 | 3,901,456 | 3,022,500 | 11,767,653 | 4,176,467 | 3,150,181 | 12,793,939 |

| 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 |
| Remaining Debt Limit | 12,450,370 | 13,458,017 | 11,673,152 | 7,126,279 | 5,786,875 |

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



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 | \$8,050,000 |
| 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 |
| TOTAL | \$18,335,026 |



| Department/Area | Project Name | Funding Source | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|-----------------------------------|---|----------------|-----------|---------|-----------|---------|--------|------|
| Community Development | | | | | | | | |
| Activity Centre | | | | | | | | |
| *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 | |
| Grounds | | | | | | | | |
| *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 | | |
| Arena | | | | | | | | |
| *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 | | |



| Aquatic | | | | | | | | |
|-----------------------------------|---|----------|-----------|-----------|-----------|---------|--|--------|
| *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 | | |
| Rec Grounds | | | | | | | | |
| *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 |
|-----------------------------------|--|----------|-----------|-----------|---------|---------|--------|
| Protective Services | | | | | | | |
| Fire | | | | | | | |
| *Carry Forward From Prior Year(s) | | | 489,132 | | | | |
| | Aerial replacement | RR/CCBF | 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) | | | | | | | |
| | ICHC 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) | | | | | | | |
| | Community Internet | RR | 10,000 | | | | |
| | Generator | RR | 100,000 | | | | |
| Ops Build Mtn Building | | | | | | | |
| *Carry Forward From Prior Year(s) | | | | | | | |
| | 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 |
| Roads and Grounds | | | | | | | |
| Roads | | | | | | | |
| *Carry Forward From Prior Year(s) | | | | | | | |
| | 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 | | |
| Transit | | | | | | | | | |
| | 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 | | | | | |
| Grounds | | | | | | | | | |
| | *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/Unfunded | 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 | | |
| Department/Area | Project Name | | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | |
| Utilities | | | | | | | | | |
| Water | | | | | | | | | |
| | *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 | 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) | 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 |
| Sewer | | | | | | | | | |
| | *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 | | 400,000 | | | | | |
| | Emergency storage Rehabilitation/Lagoon project | Unfunded/Pending Grant/Debt | | 500,000 | 4,250,000 | | | | |
| | 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 |
| Garbage & Recycling | | | | | | | | | |
| | *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 | |
| Department/Area | Project Name | | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | |
| Administration | | | | | | | | | |
| General | | | | | | | | | |
| | *Carry Forward From Prior Year(s) | | 58,428 | | | | | | |
| | Roof Access, Fall Protection and Key System | RR | 25,000 | | | | | | |
| | Asset Management Software | RR | 70,000 | | | | | | |
| | 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 | | |
| Information Technology | | | | | | | | | |
| | *Carry Forward From Prior Year(s) | | 22,234 | | | | | | |
| | 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 MDJ/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 | | |
| | Total | | \$54,939,623 | \$18,335,026 | \$22,773,178 | \$8,537,744 | \$20,008,592 | \$8,910,029 | |
| | *Carry Forward From Prior Year(s) | Determined in Year End Process - RFD | | | | | | | |

