

Municipality of Jasper  
**Budget Presentations Agenda**  
November 25 & 26, 2025 | 9:00 am  
Jasper Library & Cultural Centre – Quorum Room

**Notice:** Council members and staff are in Council chambers for meetings. Members of the public can attend meetings in person; view meetings through the Zoom livestream; or view archived Council meetings on YouTube at any time. To live-stream this meeting starting at 9:00 am, use the following Zoom link:

<https://us02web.zoom.us/j/87657457538>

**1. Call to order**

**2. Introduction**

verbal

2.1 Process Overview

2.2 Factors Impacting Municipal Finances

**3. Municipal budget presentations**

attachment

[2026-2028 Municipal Budget Document on website](#)

3.1 Finance & Administration

3.2 Jasper Recovery Coordination Centre

3.3 Urban Design & Standards

3.4 Protective & Legislative Services

3.5 Community Development

3.6 Operations & Utilities

3.7 Reserves & Debt

3.8 Community Group Referrals from Committee

**4. Adjournment**



# DRAFT Municipal Budget 2026-2028





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# Message from the Chief Administrative Officer (CAO)



The 2026 Budget represents both continuity and change for the Municipality of Jasper. Developed through the transition to a newly elected Council in October 2025, it builds on the foundation set by the previous Council while allowing flexibility for new strategic priorities in the year ahead.

Jasper's continued recovery from the 2024 Wildfire remains at the centre of our work. With homes being rebuilt, infrastructure

restored, and interim housing in place, the community's resilience continues to guide our progress. Sustained support from provincial and federal governments has been essential, and ongoing collaboration with both will remain critical as recovery transitions toward long-term renewal.

This budget is presented in a context of ongoing external uncertainty—including global trade and tariff pressures that affect material costs and economic stability. Within these constraints, the Municipality remains committed to maintaining essential services, supporting staff capacity, and investing strategically in housing, infrastructure, and community well-being.

This budget demonstrates our ongoing commitment to sound financial management, transparent decision-making, and a disciplined approach to recovery and renewal. It provides a solid foundation for Council to advance its vision with confidence and clarity.



# Mission Statement

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

## Corporate Values

The Municipality of Jasper's corporate values guide how we work together and serve our community. Developed with input from staff, these values are the foundation of our workplace culture, fostering trust, excellence, and collaboration as we make a meaningful impact for Jasper's residents.

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.



# 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.



# Provincial Recovery Support through the Hazard Assistance and Resilience Program (HARP)

The **Hazard Assistance and Resilience Program (HARP)** is Alberta's updated framework for disaster recovery assistance, replacing the former **Disaster Recovery Program (DRP)**.

Administered by the Alberta Emergency Management Agency (AEMA), HARP provides financial support to municipalities and other public sector entities to help restore public property to its pre-disaster condition. It serves as a program of last resort for uninsurable costs arising from major events such as the 2024 Jasper Wildfire.

HARP funding is supported by the federal Disaster Financial Assistance Arrangements (DFAA), which reimburses a portion of provincial expenditures. This partnership enables Alberta to extend stronger recovery assistance to affected municipalities, including Jasper.

Under the program's cost-sharing model, AEMA funds up to **90% of eligible recovery costs**, with municipalities responsible for the remaining **10%**. Funding applies primarily to essential repairs within officially recognized disaster areas, but also includes direct response costs related to the initial event — such as payments to assisting agencies and costs associated with evacuee hosting, and recovery operations.

Broader municipal financial impacts, such as revenue losses, are being addressed separately through conditional grant agreements from the Province.

Following the 2024 Jasper Wildfire Complex, the Province approved a **\$149 million HARP program**, with approximately one-third initially allocated to the Municipality of Jasper. In spring 2025, Jasper's share was increased to **\$73.1 million** to reflect expanded recovery needs, including interim housing site servicing, engineering assessments, and updated cost estimates.

HARP continues to play a central role in Jasper's recovery and in the 2026 operating budget:

- **\$2.3 million** in HARP funding supports recovery-related operations in 2026.
- **Seventeen term positions** are funded through HARP, ensuring dedicated capacity for continued recovery and rebuilding efforts.

The Municipality continues to work closely with provincial and federal partners to confirm and secure additional funding as recovery progresses.



# External Factors

## Municipal Price Inflation vs Consumer Price Inflation

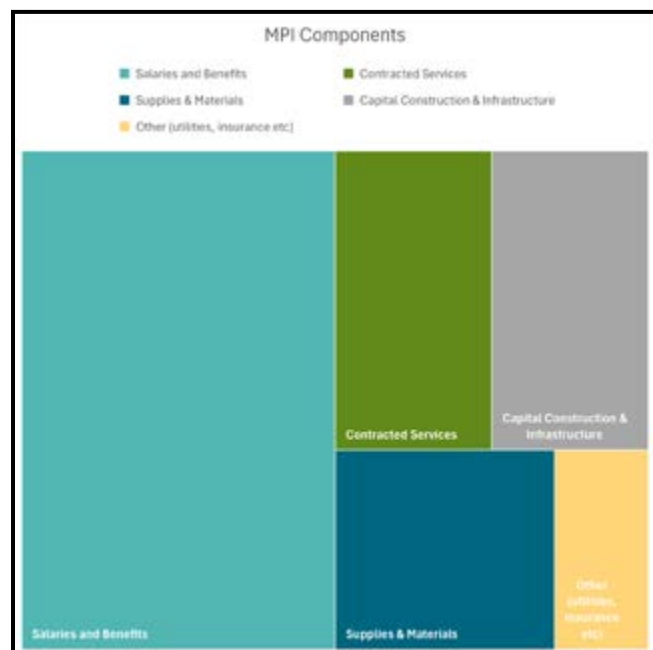
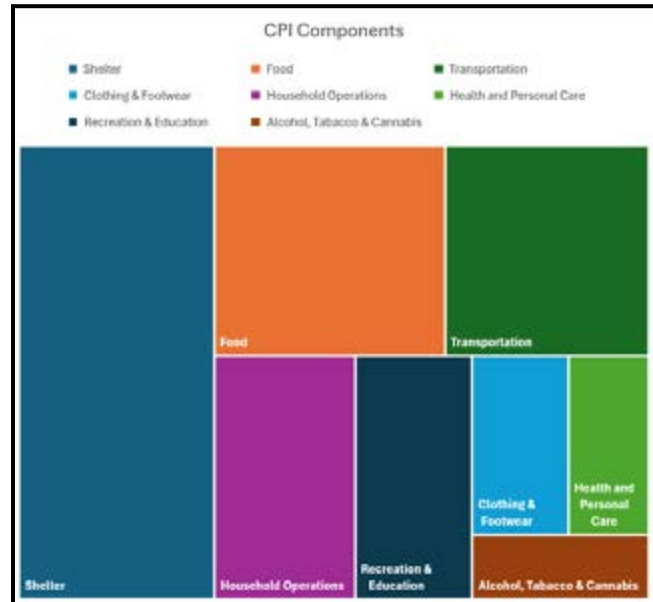
Like households, municipalities must manage and forecast the impacts of rising costs. The key difference lies in what each spends money on — the “basket of goods and services.”

While the **Consumer Price Index (CPI)** tracks costs such as food, housing, and transportation, the **Municipal Price Index (MPI)** reflects the price of goods and services that keep communities operating: employee wages and benefits, construction materials, infrastructure maintenance, and contracted services. (see graphics)

The cost of these municipal inputs tend to rise faster than consumer goods, and as a result municipal inflation typically exceeds consumer inflation.

For instance, a 10% increase in contracted service costs has a far greater impact on MPI than a similar increase in household spending categories like clothing or recreation would have on CPI.

Across comparable Alberta municipalities, MPI is commonly **1-3% higher** than CPI in a given year — a difference that compounds over time and significantly influences long-term financial planning.





Indicator	2024	2025	2026	2027
Growth Rate - Alberta (Real GDP) <sup>1</sup>	2.7%	1.9%	2.1%	2.2%
Canadian CPI <sup>2</sup>	2.4%	2.5%	2.2%	2.0%
Prime Interest Rate - Canada <sup>3 &amp; 4</sup>	5.45%	4.7%	4.7%	4.95%
Unemployment Rate Alberta <sup>1</sup>	7.0%	7.5%	7.4%	7.1%

<sup>1</sup>ATB Economic Insights: Chart of the week

a. ATB Alberta Economic Outlook – September 10, 2025

<sup>2</sup>TD Economics - Latest Forecast Tables

a. TD Economics – Latest Forecast Tables

<sup>3</sup> Actual Prime Interest Rate as of October 29th, 2025

<sup>4</sup> Interest Rate Forecast - Central 1 Credit Union



## Global Trade and Economic Conditions

Uncertainty in the global economy continues to influence Canada's outlook. Ongoing trade tensions and tariff measures are contributing to volatility in costs, investment, and supply chains. These conditions are expected to persist into 2026, maintaining inflationary pressures and overall subdued economic confidence.



## Growth, Employment, and Interest Rates

Canada's economic growth is expected to remain below trend through 2025 and 2026, with slower population growth and trade impacts limiting momentum. Interest rates are projected to stabilize near neutral levels, supporting a gradual recovery in investment and consumption while easing borrowing costs for municipalities. Unemployment has risen slightly and is expected to remain elevated into 2026.



## Inflation

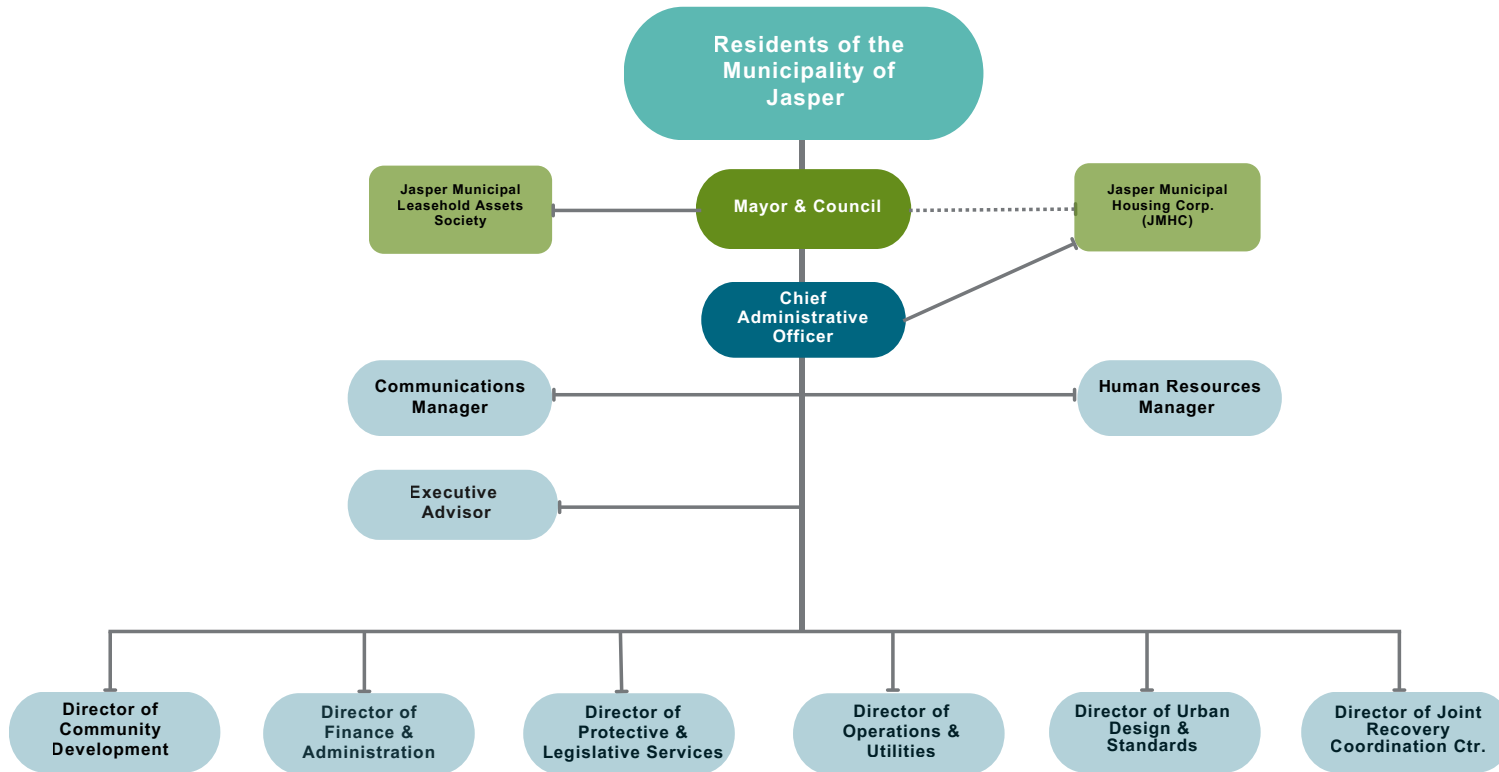
In addition to these broader influences, inflationary pressures continue to affect the Municipality's operating environment. While national inflation is expected to remain near target levels, municipal cost pressures often differ from those experienced by households. The following section explores this distinction by comparing the Consumer Price Index (CPI) and the Municipal Price Index (MPI).



# MUNICIPALITY OF JASPER

## Organizational Chart

Non-Union  
Employees



# Operating Budget Summary

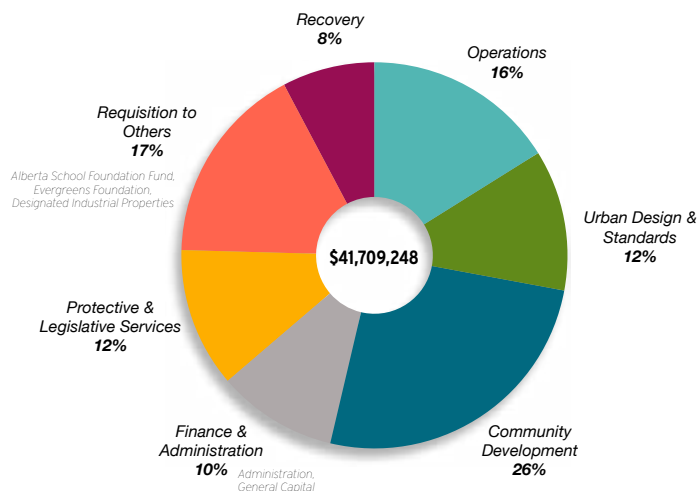
## 2025 Net Tax Envelope

By Department

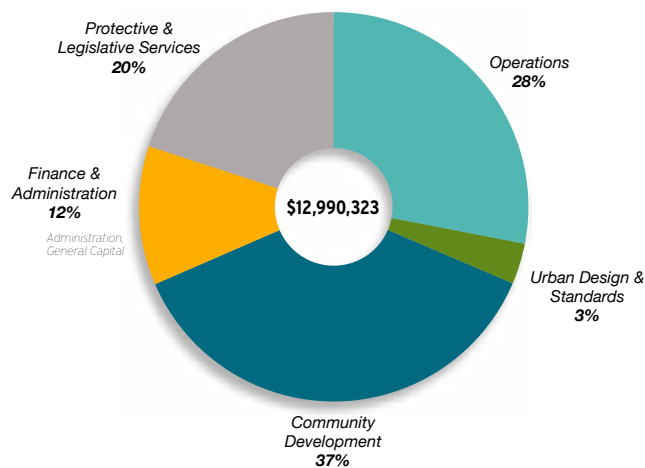
	2025			2026			
	Revenue	Expense	Net Tax Envelope	Revenue	Expense	Net Tax Envelope	
Department							
Administration	2,382,845	3,643,629	1,260,784	2,831,917	4,179,126	1,347,210	86,426
ASFF, Evergreen & DIP Levies	6,615,113	6,615,113	0	6,985,073	6,985,073	0	0
Provincial Rural Policing	0	379,080	379,080	0	0	0	-379,080
General Capital	0	151,541	151,541	0	154,571	154,571	3,031
Jasper Recovery	2,753,889	2,753,889	0	3,222,038	3,222,038	0	0
Urban Design and Standards	872,253	1,130,956	258,703	4,467,076	4,907,612	440,537	181,833
Protective and Legislative Services	2,239,332	4,381,524	2,142,192	2,270,077	4,863,007	2,592,930	450,738
Community Development	4,925,753	9,131,980	4,206,227	5,890,543	10,703,308	4,812,764	606,538
Operations	1,920,402	5,365,197	3,444,794	3,052,201	6,694,512	3,642,311	197,517

<b>Total Tax Budget</b>	<b>21,709,588</b>	<b>33,552,909</b>	<b>11,843,321</b>	<b>28,718,925</b>	<b>41,709,248</b>	<b>12,990,323</b>	<b>1,147,002</b>
<b>Total Utility Budget</b>	<b>7,561,886</b>	<b>7,561,886</b>		<b>8,392,814</b>	<b>8,392,815</b>		<b>830,928</b>
<b>Total Budget</b>	<b>29,271,474</b>	<b>41,114,795</b>		<b>37,111,739</b>	<b>50,102,063</b>		

### 2026 Operating Plan - Expenditures by Dept



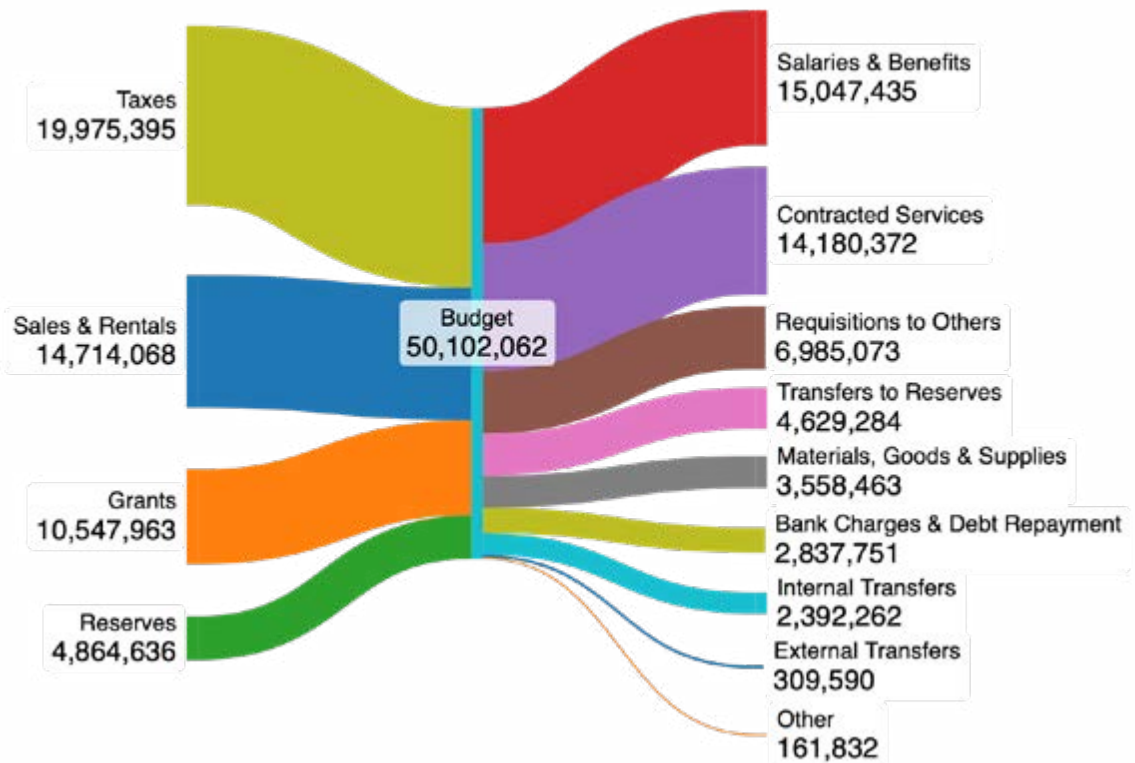
### 2026 Operating Plan - Net Tax Req by Dept



# OPERATING BUDGET

## All Departments by Object

		2025	2026	2027	2028
<b>Revenue</b>	Taxes	-18,458,433	-19,975,395	-21,515,843	-22,776,413
	Sales to Other Government	-71,400	0	0	0
	Sales of Goods and Services	-10,361,428	-11,582,164	-11,417,188	-11,709,068
	Rental Revenue	-2,758,588	-3,131,906	-2,786,019	-2,766,490
	Unconditional Grants	-90,000	-90,000	-90,000	-90,000
	Conditional Grants	-5,728,732	-10,457,963	-9,364,207	-5,645,383
	Transfer of Reserves (from Reserve)	-3,646,213	-4,864,636	-2,691,515	-2,232,921
	<b>Total</b>	<b>-41,114,794</b>	<b>-50,102,062</b>	<b>-47,864,772</b>	<b>-45,220,275</b>
<b>Expense</b>	Salaries	11,747,420	12,397,467	12,139,294	11,934,005
	Benefits	2,464,820	2,649,968	2,564,272	2,535,336
	Uniforms and Safety	199,905	337,101	231,838	237,093
	Contracted Services	7,391,689	13,801,292	11,720,118	8,701,636
	Material, Goods and Supplies	2,797,802	3,221,362	3,103,580	3,051,077
	Waste Disposal Costs	158,659	161,832	165,069	168,370
	Transfer Payments (to Reserve)	11,762,036	12,527,717	12,908,969	13,518,657
	Financial Service Charges and Debt Repayment	2,509,102	2,837,751	2,842,108	2,846,552
	Internal Transfers	2,083,361	2,167,570	2,189,521	2,227,548
	<b>Total</b>	<b>41,114,794</b>	<b>50,102,062</b>	<b>47,864,772</b>	<b>45,220,275</b>
<b>Net Surplus/-Deficit</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



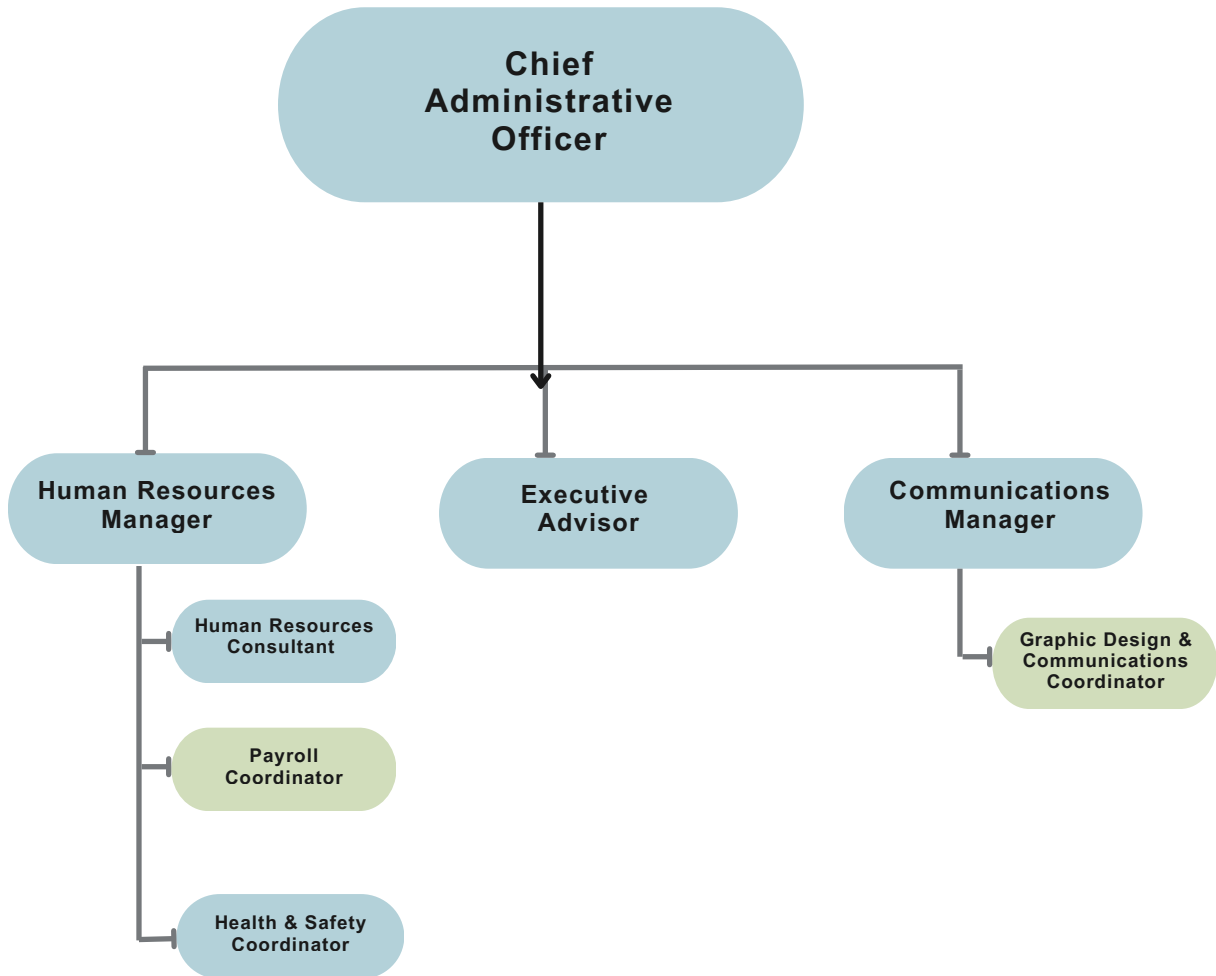


# CAO OFFICE

## Organizational Chart

Non-Union  
Employees

Union  
Employees

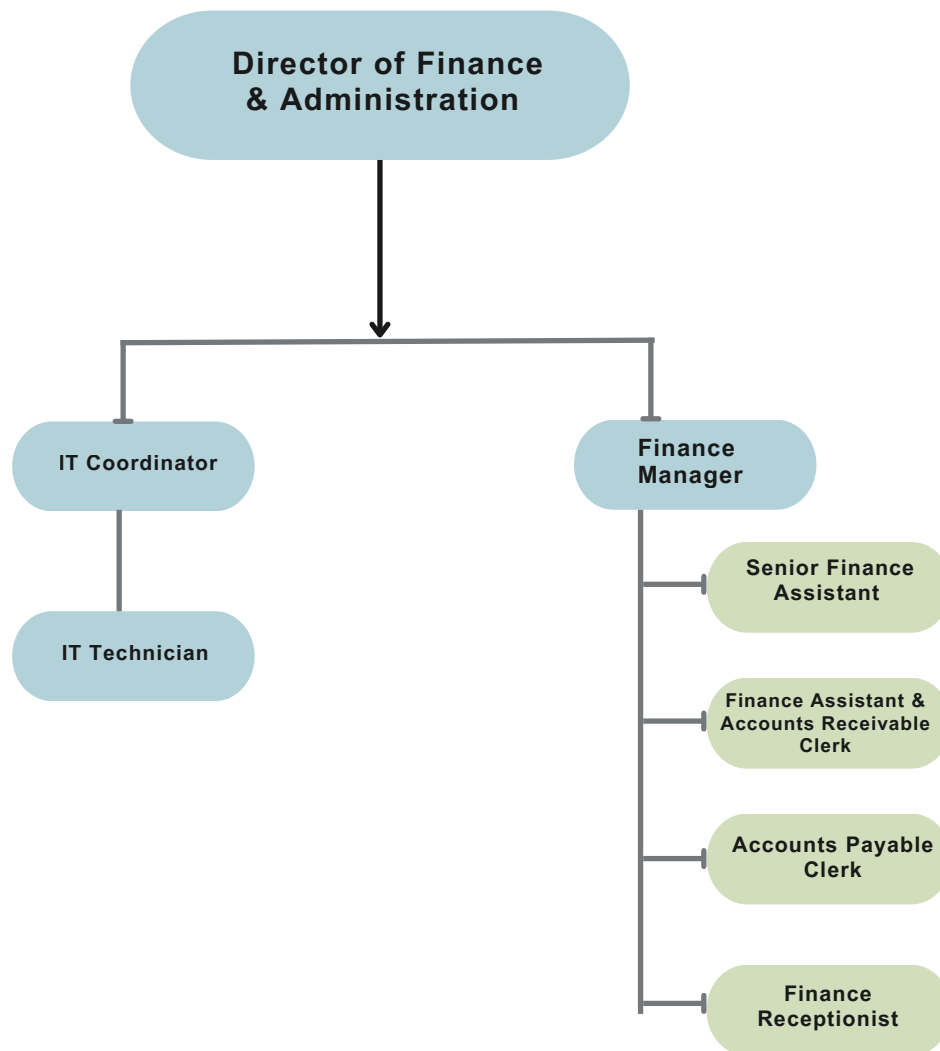


# FINANCE & ADMINISTRATION

Organizational Chart

Non-Union  
Employees

Union  
Employees



# OPERATING BUDGET

## Finance & Administration

	Approved 2025	Requested 2026	(+/-) from prior year
<b>Revenue</b>			
Taxation	-7,582,863	-7,942,821	359,958
Municipal Tax	-11,843,321	-12,990,323	1,147,002
CAO Office	0	0	0
Communications	0	0	0
General Adm & Other	-1,415,095	-1,874,169	459,074
IT	0	0	0
Human Resources	0	0	0
Health and Safety	0	0	0
CUPE	0	0	0
<b>Total Revenue</b>	<b>-20,841,279</b>	<b>-22,807,313</b>	<b>1,966,034</b>
<b>Expense</b>			
Taxation	7,907,047	7,790,959	-116,089
CAO Office	325,483	368,733	43,250
Communications	251,286	259,896	8,610
General Adm & Other	1,710,775	2,203,116	492,340
IT	206,532	244,386	37,854
Human Resources	238,493	271,499	33,006
Health and Safety	144,745	170,183	25,437
CUPE	5,000	10,000	5,000
<b>Total Expense</b>	<b>10,789,363</b>	<b>11,318,771</b>	<b>529,408</b>
<b>Net Surplus/-Deficit</b>	<b>10,051,917</b>	<b>11,488,542</b>	<b>1,436,625</b>
	Approved 2025	Requested 2026	(+/-) from prior year
<b>Net Surplus/-Deficit</b>			
Taxation	-324,185	151,862	-476,047
CAO Office	-325,483	-368,733	43,250
Communications	-251,286	-259,896	8,610
General Adm & Other	-295,680	-328,947	33,267
IT	-206,532	-244,386	37,854
Human Resources	-238,493	-271,499	33,006
Health and Safety	-144,745	-170,183	25,437
CUPE	-5,000	-10,000	5,000
<b>Net Surplus/-Deficit</b>	<b>-1,791,404</b>	<b>-1,501,781</b>	<b>-289,623</b>
<b>Total Municipal Tax Support</b>	<b>11,843,321</b>	<b>12,990,323</b>	<b>1,147,002</b>
<b>Total Net Surplus/-Deficit</b>	<b>10,051,917</b>	<b>11,488,542</b>	<b>1,436,626</b>



## OPERATING BUDGET: Finance & Administration by Object Type

	2025	2026	2027	2028
<b>Revenue</b>				
Taxes	-18,458,433	-19,975,395	-21,515,843	-22,776,413
Sales of Goods and Services	-45,174	-50,990	-52,009	-53,050
Rental Revenue	-1,370,672	-1,375,929	-1,403,448	-1,431,517
Transfer of Reserves (from Reserve)	-967,000	-1,405,000	-200,000	-150,000
<b>Total</b>	<b>-20,841,279</b>	<b>-22,807,313</b>	<b>-23,171,300</b>	<b>-24,410,980</b>
<b>Expense</b>				
Salaries	1,267,703	1,357,893	1,565,415	1,586,139
Benefits	163,264	179,915	204,068	229,157
Contracted Services	1,253,013	1,765,500	871,222	896,015
Material, Goods and Supplies	99,435	111,995	105,541	108,118
Transfer Payments (to Reserve)	7,681,769	7,566,401	7,971,587	8,289,508
Financial Service Charges and Debt Repayment	12,089	12,330	12,577	12,829
Internal Transfers	312,090	324,736	331,793	339,018
<b>Total</b>	<b>10,789,363</b>	<b>11,318,771</b>	<b>11,062,203</b>	<b>11,460,783</b>
<b>Net Surplus/-Deficit</b>	<b>10,051,917</b>	<b>11,488,542</b>	<b>12,109,097</b>	<b>12,950,197</b>
<i>Depreciation (Unfunded)</i>	<i>37,635</i>	<i>41,399</i>	<i>58,294</i>	<i>64,123</i>





## Administration 5-Year Capital

Department/Area	Project Name	Funding Source	2025	2026	2027	2028	2029	2030
<b>Administration</b>								
<b>General</b>								
*Carry Forward From Prior Year(s)	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	RR		150,000				
	HRMIS	RR RMR		120,000				
	Financial Software System	RR RMR		380,000	380,000			
	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   RR	50,000	20,000	20,000	20,000	20,000	20,000
	Cloud Computing Framework	RR	15,000					
	External Security Audit	RR	15,000					
	Replace MDJHost1 Server at AC	Unfunded			22,500			
	AC Server	Unfunded				25,000		
	Network Accessible Storage and Server	Unfunded					10,000	
	Activity Centre Network Upgrades	Unfunded						20,000
	<b>Total</b>		<b>325,000</b>	<b>670,000</b>	<b>918,265</b>	<b>10,045,000</b>	<b>30,000</b>	<b>40,000</b>
*Carry Forward From Prior Year(s)	Determined in Year End Process - RFD							

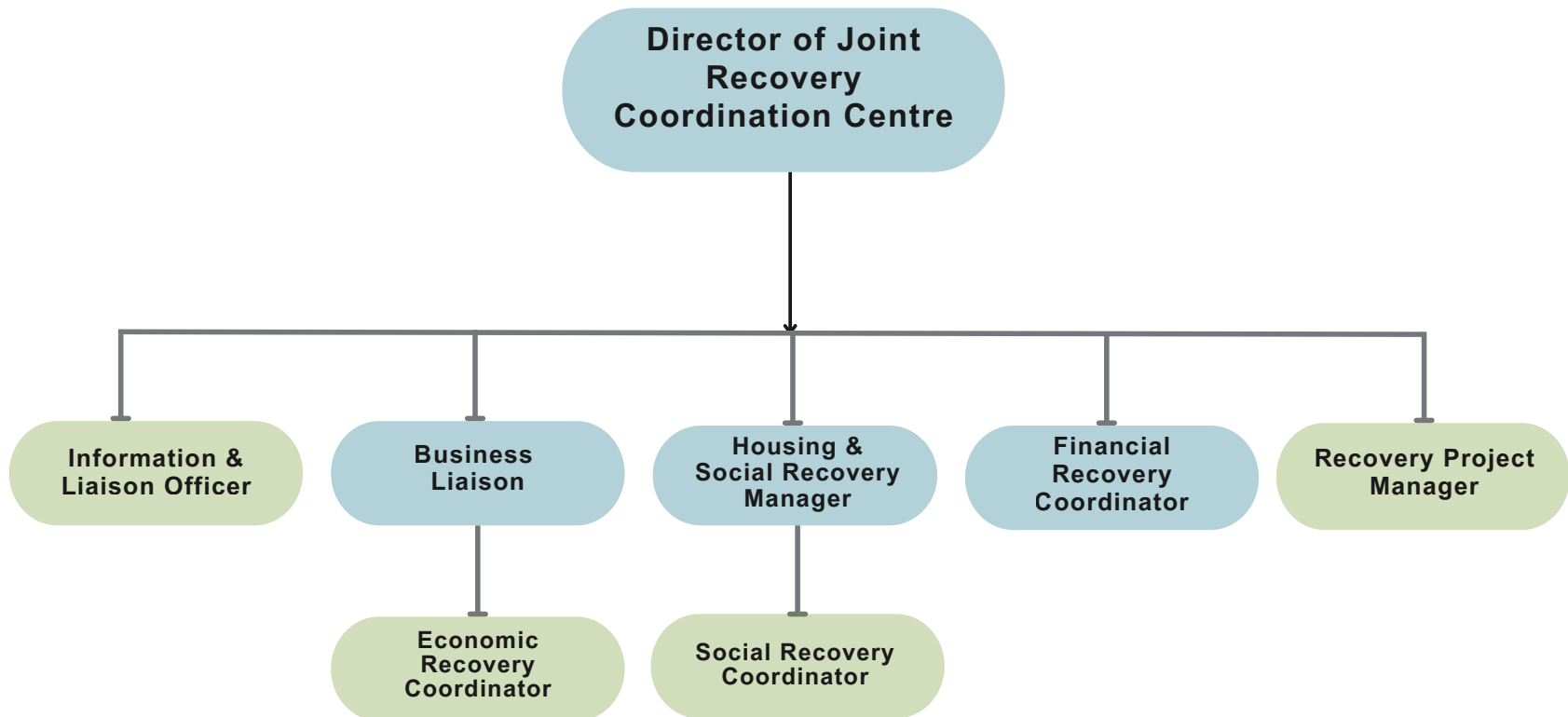


# JOINT RECOVERY COORDINATION CENTRE

## Organizational Chart

Non-Union  
Employees

Union  
Employees



# OPERATING BUDGET

## Joint Recovery Coordination Centre

	Approved 2025	Requested 2026	(+/-) from prior year
<b>Revenue</b>			
Jasper Recovery	-2,753,889	-2,752,673	-1,217
Pop-Up Village	0	-376,907	376,907
Food Bank Trailer	0	-8,000	8,000
Pathfinders Program	0	-67,900	67,900
Recovery Funding	0	-16,558	16,558
<b>Total Revenue</b>	<b>-2,753,889</b>	<b>-3,222,038</b>	<b>468,148</b>
<b>Expense</b>			
Jasper Recovery	2,753,889	2,752,673	-1,217
Pop-Up Village	0	376,907	376,907
Food Bank Trailer	0	8,000	8,000
Pathfinders Program	0	67,900	67,900
Recovery Funding	0	16,558	16,558
<b>Total Expense</b>	<b>2,753,889</b>	<b>3,222,038</b>	<b>468,148</b>
<b>Net Surplus/-Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Approved 2025	Requested 2026	(+/-) from prior year
<b>Net Surplus/-Deficit</b>			
Jasper Recovery	0	0	0
Pop-Up Village	0	0	0
Food Bank Trailer	0	0	0
Pathfinders Program	0	0	0
Recovery Funding	0	0	0
<b>Net Surplus/-Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>



## OPERATING BUDGET: JRCC by Object Type

	2025	2026	2027	2028
<b>Revenue</b>				
Rental Revenue	0	-228,960	-60,600	0
Conditional Grants	-2,753,889	-2,717,811	-2,376,323	0
Transfer of Reserves (from Reserve)	0	-275,267	-231,847	0
<b>Total</b>	<b>-2,753,889</b>	<b>-3,222,038</b>	<b>-2,668,770</b>	<b>0</b>
<b>Expense</b>				
Salaries	1,576,692	1,133,908	648,995	0
Benefits	362,639	261,009	149,478	0
Contracted Services	771,944	1,525,851	1,746,527	0
Material, Goods and Supplies	42,615	178,770	123,770	0
Internal Transfers	0	122,500	0	0
<b>Total</b>	<b>2,753,889</b>	<b>3,222,038</b>	<b>2,668,770</b>	<b>0</b>
<b>Transfer to Reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>





# JRCC 5-Year Capital

Department/Area	Project Name	Funding Source	2025	2026	2027	2028	2029	2030
Jasper Recovery								
Land								
*Carry Forward From Prior Year(s)	Parcel GA HK Servicing - Interim Modular Housing	DRP-Muni DRP 10%	772,681					
	Parcel HH HF Servicing - Interim Modular Housing	DRP-Muni DRP 10%	1,724,556					
	Total		2,497,238	0	0	0	0	0

\*Carry Forward From Prior Year(s)      Determined in Year End Process - RFD

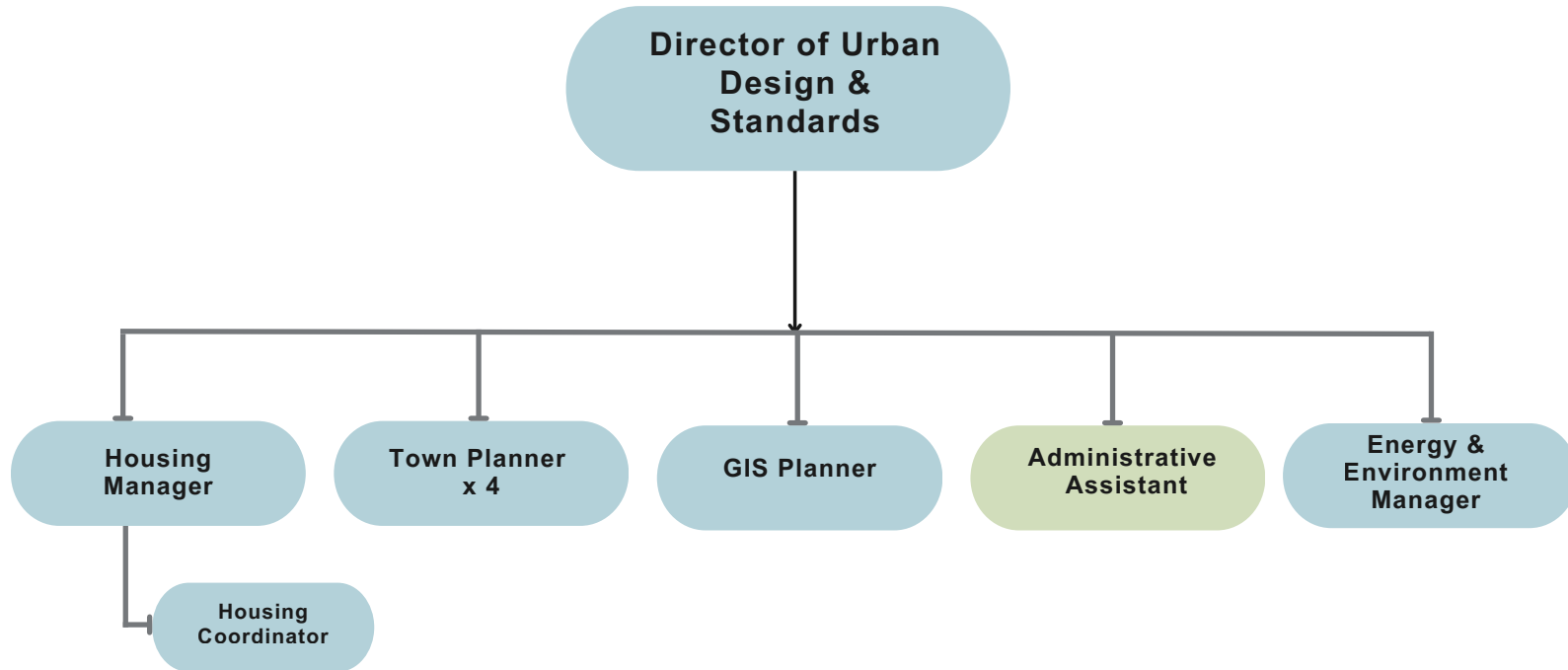


# URBAN DESIGN & STANDARDS DEPARTMENT

## Organizational Chart

Non-Union  
Employees

Union  
Employees



# OPERATING BUDGET

## Urban Design and Standards

	Approved 2025	Requested 2026	(+/-) from prior year
<b>Revenue</b>			
Urban Design and Standard	-749,369	-794,229	44,860
Housing	-122,884	-3,602,847	3,479,963
Energy Management	0	-70,000	70,000
<b>Total Revenue</b>	<b>-872,253</b>	<b>-4,467,076</b>	<b>3,594,823</b>
<b>Expense</b>			
Urban Design and Standard	763,630	825,755	62,124
Housing	300,084	3,939,869	3,639,785
Energy Management	67,242	141,989	74,747
<b>Total Expense</b>	<b>1,130,956</b>	<b>4,907,612</b>	<b>3,776,656</b>
<b>Net Surplus/-Deficit</b>	<b>-258,703</b>	<b>-440,537</b>	<b>181,833</b>
	Approved 2025	Requested 2026	(+/-) from prior year
<b>Net Surplus/-Deficit</b>			
Urban Design and Standard	-14,261	-31,526	17,264
Housing	-177,200	-337,022	159,822
Energy Management	-67,242	-71,989	4,747
<b>Net Surplus/-Deficit</b>	<b>-258,703</b>	<b>-440,537</b>	<b>181,833</b>

## OPERATING BUDGET: Urban Design & Standards by Object Type

	2025	2026	2027	2028
<b>Revenue</b>				
Sales of Goods and Services	-12,236	-3,720	-25,667	-26,324
Rental Revenue	-493,703	-577,458	-469,195	-469,195
Conditional Grants	0	-3,564,584	-3,233,719	-2,607,656
Transfer of Reserves (from Reserve)	-366,314	-321,314	-316,540	-301,871
<b>Total</b>	<b>-872,253</b>	<b>-4,467,076</b>	<b>-4,045,121</b>	<b>-3,405,046</b>
<b>Expense</b>				
Salaries	585,942	725,462	803,962	846,233
Benefits	134,766	166,855	184,910	194,632
Uniforms and Safety	11,287	83,590	15,808	16,231
Contracted Services	234,089	3,715,393	3,401,563	2,726,290
Material, Goods and Supplies	15,687	50,516	24,508	30,746
Transfer Payments (to Reserve)	149,185	143,955	92,384	90,655
Internal Transfers	0	21,841	10,877	10,877
<b>Total</b>	<b>1,130,956</b>	<b>4,907,612</b>	<b>4,534,011</b>	<b>3,915,664</b>
<b>Net Surplus/-Deficit</b>	<b>-258,703</b>	<b>-440,537</b>	<b>-488,890</b>	<b>-510,618</b>



## Urban Design & Standard 5-Year Capital

Department/Area	Project Name	Funding Source	2025	2026	2027	2028	2029	2030
Urban Designs and Standards								
Housing/Muni Building								
* Carry Forward From Prior Year(s)	Staff Housing - Furnish 1/2 Bonhomme duplex	RR	9,195					
	Staff Housing - Duplex Secondary Suite	External Funding (JMHC)	200,000					
	JCHC Community Housing - Parcel GC Site Development & Construction	AHPP						
	Staff Housing-Duplex Secondary Suite	JMHC						
	Staff Housing-Furnish 1/2 Bonhomme duplex	RR						
	Housing Master Plan	RR	30,000					
	Staff House Renovations - Laundry	RR	10,000					
	1251 Cabin Creek Rebuild	Insurance   Debt	300,000	805,000				
	UDS Permitting Software	RR		70,000				
	Future Community Housing Projects	Unfunded				5,000,000	5,000,000	
Energy Management								
* Carry Forward From Prior Year(s)								
	Client Adaptation Implementation Projects	FCM		200,000	800,000			
	<b>Total</b>		<b>549,195</b>	<b>1,075,000</b>	<b>800,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>0</b>

\*Carry Forward From Prior Year(s)

Determined in Year End Process - RFD



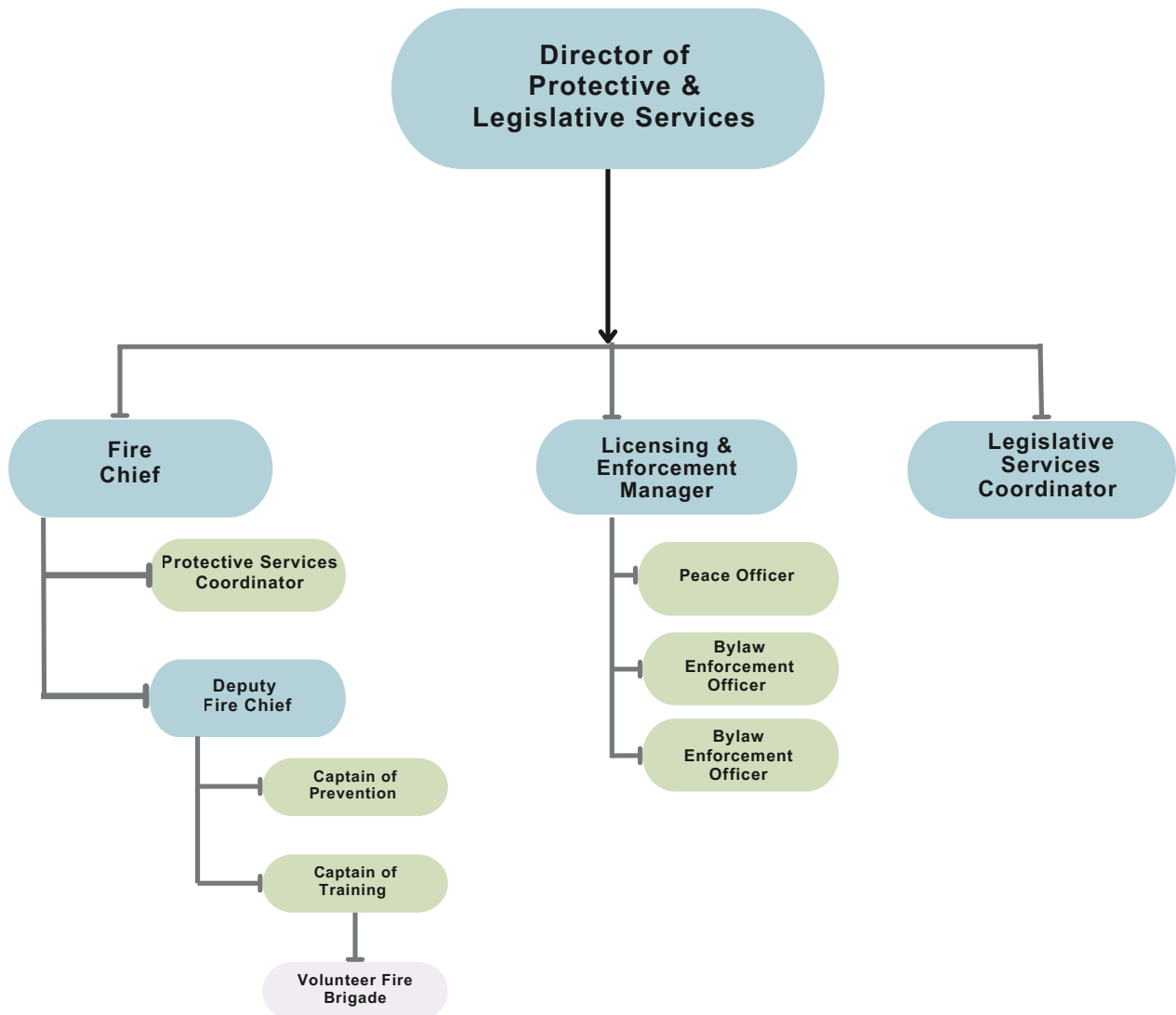


# PROTECTIVE & LEGISLATIVE SERVICES

Organizational Chart

Non-Union  
Employees

Union  
Employees



# OPERATING BUDGET

## Protective and Legislative Services

	Approved 2025	Requested 2026	(+/-) from prior year
<b>Revenue</b>			
Director of Protective & Legislative Services Office	0	0	0
Legislative	-22,000	0	-22,000
Council	0	0	0
Council Community Contribution	-8,855	-9,032	177
Community Canada Day & Christmas Party	0	0	0
Fire & Emergency Measures	-559,636	-468,479	-91,158
Emergency, Disaster & ESS Management	0	0	0
Fire Smart	0	-10,000	10,000
Bylaw Enforcement Services	-298,840	-230,066	-68,774
Visitor Paid Parking	-1,350,000	-1,552,500	202,500
<b>Total Revenue</b>	<b>-2,239,332</b>	<b>-2,270,077</b>	<b>30,745</b>
<b>Expense</b>			
Director of Protective & Legislative Services Office	189,745	583,744	393,999
Legislative	166,129	165,741	-388
Council	420,897	513,208	92,312
Council Community Contribution	428,687	295,026	-133,661
Community Canada Day & Christmas Party	0	0	0
Fire & Emergency Measures	1,464,497	1,508,948	44,451
Emergency, Disaster & ESS Management	93,303	94,457	1,153
Fire Smart	10,000	30,000	20,000
Bylaw Enforcement Services	535,463	557,749	22,286
Visitor Paid Parking	1,072,802	1,114,134	41,332
<b>Total Expense</b>	<b>4,381,524</b>	<b>4,863,008</b>	<b>481,484</b>
<b>Net Surplus/-Deficit</b>	<b>-2,142,192</b>	<b>-2,592,931</b>	<b>450,739</b>
<b>Net Surplus/-Deficit</b>	<b>Approved 2025</b>	<b>Requested 2026</b>	<b>(+/-) from prior year</b>
Director of Protective & Legislative Services Office	-189,745	-583,744	393,999
Legislative	-144,129	-165,741	21,612
Council	-420,897	-513,208	92,312
Council Community Contribution	-419,832	-285,993	-133,838
Community Canada Day & Christmas Party	0	0	0
Fire & Emergency Measures	-904,861	-1,040,470	135,609
Emergency, Disaster & ESS Management	-93,303	-94,457	1,153
Fire Smart	-10,000	-20,000	10,000
Bylaw Enforcement Services	-236,623	-327,683	91,060
Visitor Paid Parking	277,198	438,366	-161,168
<b>Net Surplus/-Deficit</b>	<b>-2,142,192</b>	<b>-2,592,931</b>	<b>450,739</b>



## OPERATING BUDGET: Protective & Legislative Services by Object Type

	2025	2026	2027	2028
<b>Revenue</b>				
Sales to Other Government	-71,400	0	0	0
Sales of Goods and Services	-1,574,615	-1,760,593	-1,741,834	-1,719,695
Rental Revenue	-211,090	-142,100	-143,740	-153,411
Conditional Grants	-332,879	-367,384	-367,934	-340,647
Transfer of Reserves (from Reserve)	-49,347	0	-10,000	0
<b>Total</b>	<b>-2,239,332</b>	<b>-2,270,077</b>	<b>-2,263,508</b>	<b>-2,213,753</b>
<b>Expense</b>				
Salaries	1,282,636	1,340,113	1,375,859	1,576,430
Benefits	269,276	294,396	302,341	346,816
Uniforms and Safety	160,710	195,803	172,202	175,738
Contracted Services	670,161	710,093	683,682	760,639
Material, Goods and Supplies	256,325	277,620	275,966	290,353
Transfer to Reserves	937,725	1,250,943	1,260,892	1,272,607
Financial Service Charges	6,000	6,000	6,000	6,000
Internal Transfers	798,692	788,038	789,714	791,720
<b>Total</b>	<b>4,381,524</b>	<b>4,863,007</b>	<b>4,866,656</b>	<b>5,220,302</b>
<b>Net Surplus/-Deficit</b>	<b>-2,142,192</b>	<b>-2,592,930</b>	<b>-2,603,148</b>	<b>-3,006,549</b>
<i>Depreciation (Unfunded)</i>	<i>323,878</i>	<i>356,266</i>	<i>391,893</i>	<i>431,082</i>



# Protective & Legislative 5-Year Capital

Department/Area	Project Name	Funding Source	2025	2026	2027	2028	2029	2030
<b>Protective Services</b>								
<b>Fire</b>								
*Carry Forward From Prior Year(s)	Hose Tower repairs	RR	32,336					
	Wildfire Mitigation Strategy	FRIAA	40,000					
	Aerial replacement	CCBF/RR	41,827					
	Structural Protection Wetlines	RR	15,431					
	Residential Space Redesign	RR	12,815					
	Residential Space Construction	RR	140,000					
	RTU 2 Replacement	RR	36,000					
	Aerial Replacement	RR   CCBF	1,100,000					
	Residential Space Construction	RR	285,000					
	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					
	Hose Tower Repairs	RR   LGFF-C	32,336	90,000				
	Wildland Urban Interface Equipment	RR   RR	50,000	50,000				
	Emergency Services Building and Asset Master Plan	RR   RR	50,000	100,000				
	RTU 2 Replacement	RR   CCBF		114,000				
	Generator Upgrades	LGFF-C		150,000				
	Fire Bays Air Exchange System	CCBF		250,000				
	Landscaping	RR		15,000				
	Wildfire Resiliency Strategy	LGFF-O		125,000				
	Building HVAC/Envelope upgrades	Unfunded			100,000	150,000		
	Building Envelope Maintenance and Upgrades	Unfunded			250,000	150,000	150,000	150,000
	Wildfire Resiliency Strategy Implementation Projects	Unfunded			200,000	200,000	200,000	
	Suite 202 Design and Engineering	Unfunded			125,000			
	SCBA Replacement	Unfunded			300,000			
	Radios	Unfunded			50,000			
	Wildland Command Truck	Unfunded					200,000	
<b>Emergency Management</b>								
	Business Continuity Plan	RR-RMR		60,000				
<b>FireSmart</b>								
	FireSmart Residential Incentive Program	RR-RMR		50,000				
	Critical Infrastructure Permanent Sprinklers	RR		50,000				
<b>Bylaw</b>								
*Carry Forward From Prior Year(s)	Event Signage	RR	3,475					
	Fleet (New)	RR	85,000					
	Moving Traffic Violation Equipment	RR	25,000					
	Automated External Defibrillators (AEDs)	RR		5,000				
	Radios	RR		15,000				
	Fleet Replacement	Unfunded				95,000		
<b>Legislative</b>								
*Carry Forward From Prior Year(s)	Community Sustainability Plan	RR	75,000					
	Records Management Capital	RR	30,000					
	Council Chambers Technology	RR	100,000					
	Records Management	Unfunded			20,000			
<b>Total</b>			<b>2,192,220</b>	<b>1,074,000</b>	<b>1,045,000</b>	<b>595,000</b>	<b>550,000</b>	<b>150,000</b>

\*Carry Forward From Prior Year(s)

Determined in Year End Process - RFD

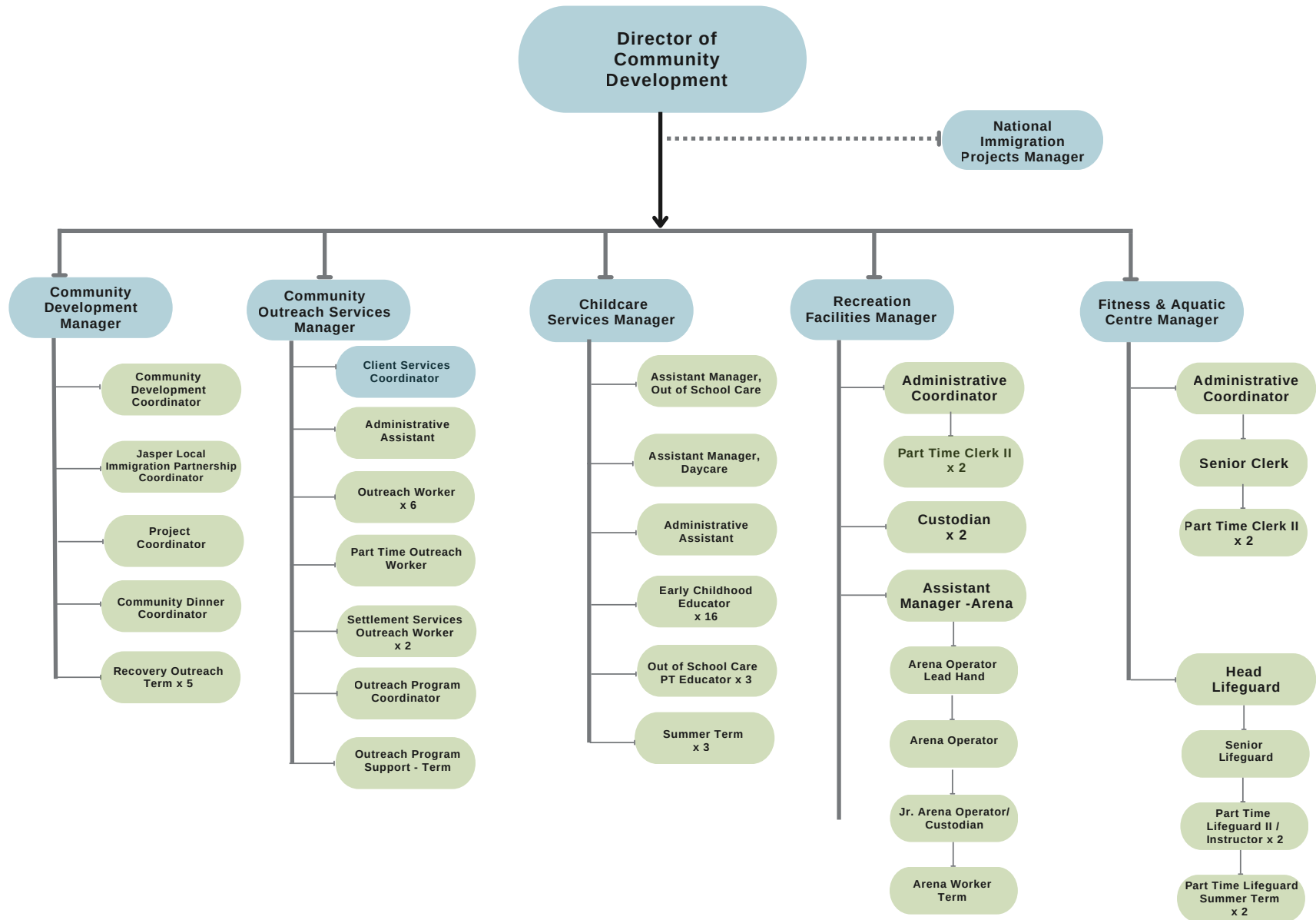


# COMMUNITY DEVELOPMENT

## Organizational Chart

Non-Union  
Employees

Union  
Employees



# OPERATING BUDGET

## Community Development

	Approved 2025	Requested 2026	(+/-) from prior year
<b>Revenue</b>			
Activity Centre	-389,157	-429,864	40,707
Library & Cultural Centre	-67,280	-68,625	1,346
Arena	-509,994	-513,156	3,162
Fitness & Aquatic Centre	-769,221	-880,584	111,363
Community Development General Administration	-52,204	-52,204	0
Community Development	-152,454	-44,077	-108,377
Community Development-Special Projects	-85,134	0	-85,134
Community Development - Relief and Support	0	-500,000	500,000
Community Development-Recreational Programming	0	-70,374	70,374
Community Development-Indigenous Relations	0	0	0
Public Participation	0	0	0
Community Dinners	-15,000	-55,000	40,000
Local Immigration Partnership	-94,282	-98,000	3,718
Wildflowers Childcare	-1,401,057	-1,512,149	111,092
Wildflowers Childcare -OOSC	-291,491	-299,659	8,168
Community Outreach Services	-50,277	-53,688	3,411
Community Outreach Worker	-571,220	-645,567	74,347
COS - Programs	-34,066	-122,594	88,528
Settlement Services	-167,897	-202,513	34,616
Family Resource Network - Hub	-20,875	-20,875	0
National Immigration	-254,144	-321,614	67,470
<b>Total Revenue</b>	<b>-4,925,753</b>	<b>-5,890,543</b>	<b>964,790</b>





## Community Development continued

	Approved 2025	Requested 2026	(+/-) from prior year
<b>Expense</b>			
Activity Centre	1,706,769	1,833,598	126,829
Library & Cultural Centre	174,713	181,240	6,526
Arena	1,156,797	1,283,312	126,515
Fitness & Aquatic Centre	1,971,414	2,166,163	194,749
Community Development General Administration	358,346	398,578	40,232
Community Development	368,080	397,788	29,708
Community Development-Special Projects	85,134	0	-85,134
Community Development - Relief and Support	0	500,000	500,000
Community Development-Recreational Programming	0	70,374	70,374
Community Development-Indigenous Relations	0	38,000	38,000
Public Participation	0	39,000	39,000
Community Dinners	64,150	60,017	-4,133
Local Immigration Partnership	94,282	98,000	3,718
Wildflowers Childcare	1,645,537	1,784,209	138,672
Wildflowers Childcare -OOSC	317,734	336,197	18,463
Community Outreach Services	84,609	126,012	41,403
Community Outreach Worker	610,428	703,423	92,996
COS - Programs	51,072	142,393	91,321
Settlement Services	167,897	202,513	34,616
Family Resource Network - Hub	20,875	20,875	0
National Immigration	254,144	321,614	67,470
<b>Total Expense</b>	<b>9,131,980</b>	<b>10,703,308</b>	<b>1,571,328</b>
<b>Net Surplus/-Deficit</b>	<b>-4,206,227</b>	<b>-4,812,764</b>	<b>606,538</b>

	Approved 2025	Requested 2026	(+/-) from prior year
<b>Net Surplus/-Deficit</b>			
Activity Centre	-1,317,612	-1,403,734	86,122
Library & Cultural Centre	-107,434	-112,614	5,181
Arena	-646,804	-770,156	123,352
Fitness & Aquatic Centre	-1,202,192	-1,285,579	83,387
Community Development General Administration	-306,142	-346,374	40,232
Community Development	-215,626	-353,711	138,085
Community Development-Special Projects	0	0	0
Community Development - Relief and Support	0	0	0
Community Development-Recreational Programming	0	0	0
Community Development-Indigenous Relations	0	-38,000	38,000
Public Participation	0	-39,000	39,000
Community Dinners	-49,150	-5,017	-44,133
Local Immigration Partnership	0	0	0
Wildflowers Childcare	-244,479	-272,060	27,581
Wildflowers Childcare -OOSC	-26,243	-36,539	10,296
Community Outreach Services	-34,332	-72,324	37,992
Community Outreach Worker	-39,208	-57,856	18,649
COS - Programs	-17,006	-19,799	2,793
Settlement Services	0	0	0
Family Resource Network - Hub	0	0	0
National Immigration	0	0	0
<b>Net Surplus/-Deficit</b>	<b>-4,206,227</b>	<b>-4,812,764</b>	<b>606,538</b>



## OPERATING BUDGET: Community Development by Object Type

	2025	2026	2027	2028
<b>Revenue</b>				
Sales of Goods and Services	-1,281,513	-1,755,179	-1,215,365	-1,237,591
Rental Revenue (rentals/leases)	-660,446	-710,433	-685,551	-688,412
Conditional Grants	-2,354,963	-2,797,434	-2,372,981	-2,410,079
Transfer of Reserves (from Reserve)	-628,831	-627,497	-627,497	-439,188
<b>Total</b>	<b>-4,925,753</b>	<b>-5,890,543</b>	<b>-4,901,394</b>	<b>-4,775,270</b>
<b>Expense</b>				
Salaries	4,115,016	4,530,591	4,342,195	4,417,930
Benefits	878,656	1,038,520	1,001,586	1,022,393
Uniforms and Safety	0	2,000	3,000	3,000
Contracted Services	873,630	1,583,900	926,994	881,423
Material, Goods and Supplies	933,627	956,196	921,371	936,497
Transfer to Reserves	461,523	471,004	496,816	505,969
Financial Service Charges	1,275,790	1,500,156	1,504,266	1,508,459
Internal Transfers	593,738	620,940	634,386	652,123
<b>Total</b>	<b>9,131,980</b>	<b>10,703,308</b>	<b>9,830,615</b>	<b>9,927,793</b>
<b>Net Surplus/-Deficit</b>	<b>-4,206,227</b>	<b>-4,812,764</b>	<b>-4,929,221</b>	<b>-5,152,523</b>
<i>Depreciation (Unfunded)</i>	<i>696,703</i>	<i>766,373</i>	<i>590,989</i>	<i>650,088</i>



# Community Development 5-Year Capital

Department/Area	Project Name	Funding Source	2025	2026	2027	2028	2029	2030
Community Development								
Activity Centre								
*Carry Forward From Prior Year(s)	Activity Centre - Renovations Design and Eng	MSIC   Debt	49,045					
	Kitchen Equipment Replacement	RR	8,066					
	Activity Centre Portion of Renovation (Construction)	MSIC   Debt	586,327					
	Fire Separation Basement	RR	44,000					
	Fire and Security Monitoring	RR	163,000					
	MPH Projector	RR	20,000					
	Kitchen Equipment Replacement	RR	9,000					
	East Parking lot	RR   Debt	221,690	110,000				
	Generator	Unfunded	400,000			400,000		
	Ventilation and HVAC upgrades (incl dehumidification for curling rink)	Debt		250,000	250,000	250,000	250,000	250,000
	Fire Stopping in Mechanical Room	Debt		50,000				
	Tennis Court Resurfacing and Pickleball Development	Donation   Debt		250,000				
	Security System Admin/Activity Center - Addition of keyless entry on exterior doors	Debt		25,000	50,000	90,000		
	Renovate MPH Washrooms - Toilet flanges installed incorrectly and are failing	Unfunded			100,000			
	Fall Arrest on Roof - Addition to existing	Unfunded			50,000			
	Install 3-way Valve in Mech Room to Reduce Year Round Heating Load	Unfunded			50,000			
	Convert Administration Space in Lobby into Meeting Space	Unfunded			30,406			
	Fire Separation Basement	Unfunded				200,000		
	Convert Viewing Room Between Handball Courts into Storage Room	Unfunded				16,900		
	Improve Connectivity of Administrative Spaces & Functionality of Seniors Centre	Unfunded					420,000	
	Drainage and Landscaping	Unfunded					20,000	
Grounds (Rec)								
*Carry Forward From Prior Year(s)	Skatepark	Donation   Debt	454,106					
	Rec Centre Main Entrance (planters/seating)	RR		20,000				
	Dog Park Relocate	Donation   RR		50,000	50,000			
	Log Cabin Portion of Renovations	Unfunded			250,000			
	Jasper Stage Heaters and Retractable Walls	Unfunded						225,000
Arena								
*Carry Forward From Prior Year(s)	Hot Water upgrade/replacement	RR	90,000					
	Old Ice plant renovated to Jan Storage	RR	25,000					
	Polaris Side by Side Ice/Snow Clearing (Replacement)	RR	50,000					
	Replace Shingles on Garage - End of life	Debt		25,000				
	Replace Arena Board Gate - Decommissioned due to safety concerns.	Debt		75,000				
	Replace and Upgrade Dehumidification and CO2 Sensors	Unfunded			1,105,242			
	Hard Service Walkway Between Arena, Garage, and Ice Plant	Unfunded			100,000			
	Refurbished All Sound System Components	Unfunded			46,227			
	Zamboni Replacement	Unfunded						250,000
	Subtotal		2,120,234	855,000	2,081,875	956,900	690,000	725,000
*Carry Forward From Prior Year(s)	Determined in Year End Process - RFD							



Department/Area	Project Name	Funding Source	2025	2026	2027	2028	2029	2030
<b>Community Development</b>								
<b>Aquatic</b>								
*Carry Forward From Prior Year(s)	Valve Exercise program	RR	18,000					
	Sump Pump Replacement for Backwashes	Debt	20,000					
	Aquatic Portion of Renovation (Construction)	MSIC   Debt	454,500					
	Repair Insulation in Entrance	RR	150,000					
	Add Main Mechanical Room Air Supply	RR	114,600					
	Fire Alarm System	RR	52,972					
	Diving Board base	RR	20,000					
	Anti-Entrapment	Debt		90,000				
	Engineering Report	Debt		50,000				
	Mechanical Room Fire Stopping	Debt		75,000				
	Install Impressed Current Cathodic Protection to the Pool Deck	Debt		250,000	500,000	500,000	250,000	
	Upgrade All Mechanical Systems for the Entire Aquatic Centre	Debt		250,000	250,000	250,000	250,000	250,000
	Chemical Feed System	Unfunded			15,000			
	Security System Update	Unfunded			30,000	30,000		
	Chemical Oxidizer	Unfunded			35,000			
	1st Aid Floor Replacement	Unfunded			15,000			
	Sand filters (All) and Heat Exchangers	Unfunded				500,000		
	Review Chemical Feed System and Ventilation (C-12 system)	Unfunded				65,000	65,000	
	Aquatic Centre Ext Clad Replacement	Unfunded				175,000	175,000	
	Geotechnical Backfill Under Footings in Crawl Space	Unfunded						
	Replace Pool Electrical Bonding.	Unfunded						
	Replace All Steel and Copper Piping, Valves Throughout Facility	Unfunded						
<b>Daycare</b>								
*Carry Forward From Prior Year(s)	Daycare yard Astro Turf	RR	35,000					
	Flooring in Old Rooms	RR	40,000					
	Bathroom Renovation	RR	30,000					
	Daycare yard drainage	LGFF   Debt	275,000					
	Daycare Expansion/AC Renovations	External Funding   RR		1,210,000				
	Washer/Dryer replacement	Unfunded					15,000	
<b>Community Outreach Services</b>								
*Carry Forward From Prior Year(s)								
	627 Patricia - Repair and repaint office space	RR		40,000				
	Subtotal		1,210,072	1,965,000	845,000	1,520,000	755,000	250,000
	Total		3,330,306	2,820,000	2,926,875	2,476,900	1,445,000	975,000

\*Carry Forward From Prior Year(s)      Determined in Year End Process - RFD

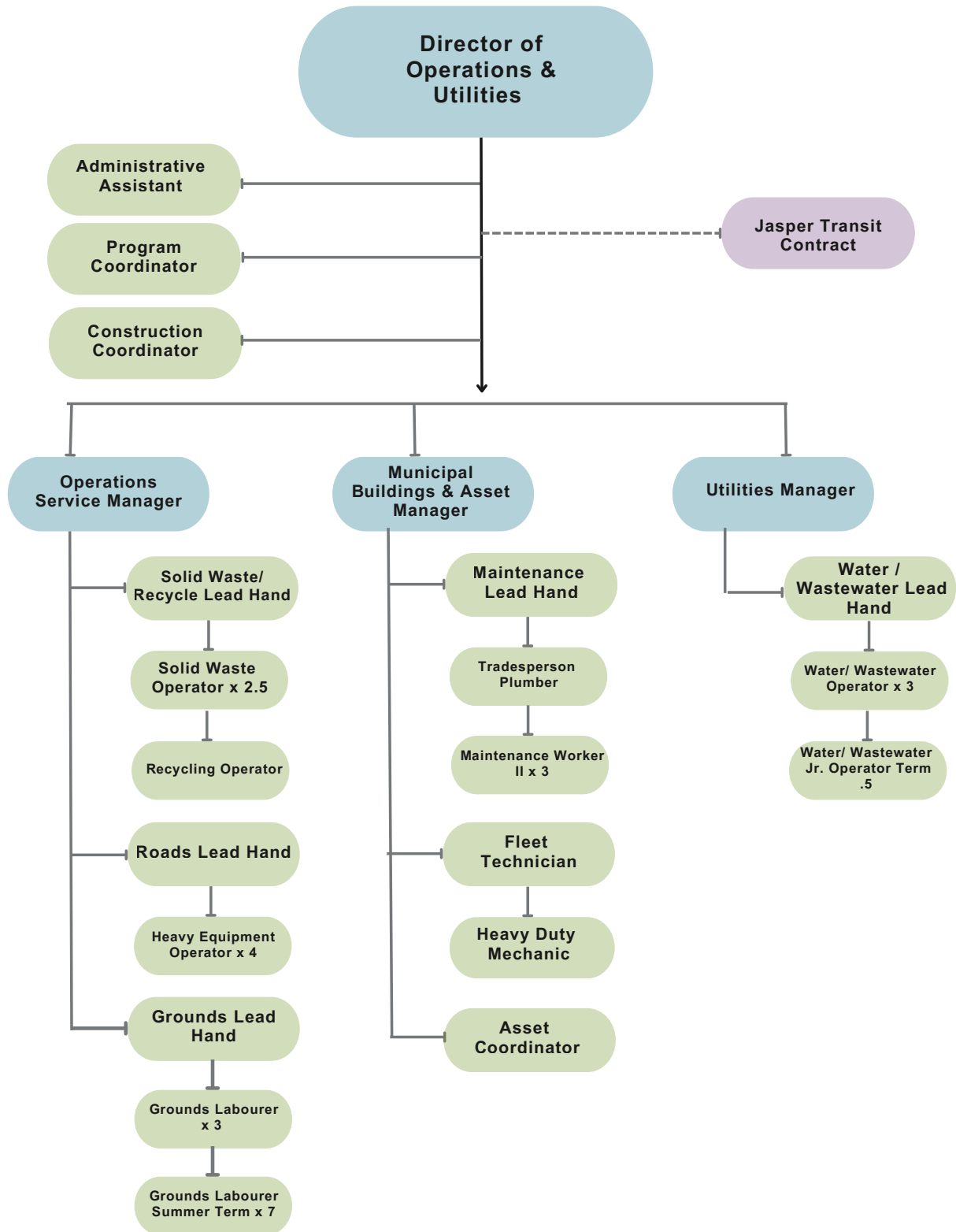


# OPERATIONS

## Organizational Chart

Non-Union  
Employees

Union  
Employees



# OPERATING BUDGET

## Operations

	Approved 2025	Requested 2026	(+/-) from prior year
<b>Revenue</b>			
Asset Management/Capital Planning	-63,985	-65,264	1,280
Municipal Building Maintenance	-802,119	-912,882	110,763
Municipal Property Management	-174,142	-136,060	-38,083
Operations Fleet	0	0	0
Public Transit	-703,000	-1,696,890	993,890
Roads, Walks & Lights	-17,850	-62,207	44,357
Grounds-Ops	-150,844	-170,266	19,423
Cemeteries & Crematoriums	-8,462	-8,632	169
			0
<b>Total Revenue</b>	<b>-1,920,402</b>	<b>-3,052,202</b>	<b>1,131,800</b>

<b>Expense</b>			
Asset Management/Capital Planning	111,638	250,213	138,575
Municipal Building Maintenance	885,618	1,025,967	140,348
Municipal Property Management	672,174	740,740	68,566
Operations Fleet	239,266	275,231	35,965
Public Transit	881,611	1,710,313	828,702
Roads, Walks & Lights	1,432,916	1,504,380	71,464
Grounds-Ops	1,082,249	1,127,113	44,864
Cemeteries & Crematoriums	59,725	60,556	831
<b>Total Expense</b>	<b>5,365,197</b>	<b>6,694,511</b>	<b>1,329,314</b>

<b>Net Surplus/-Deficit</b>	<b>-3,444,794</b>	<b>-3,642,309</b>	<b>197,515</b>
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	Approved 2025	Requested 2026	(+/-) from prior year
<b>Net Surplus/-Deficit</b>			
Asset Management/Capital Planning	-47,653	-184,948	137,295
Municipal Building Maintenance	-83,499	-113,084	29,585
Municipal Property Management	-498,032	-604,680	106,648
Housing Building Maintenance	0	0	0
Operations Fleet	-239,266	-275,231	35,965
Public Transit	-178,611	-13,423	-165,189
Roads, Walks & Lights	-1,415,066	-1,442,173	27,107
Grounds-Ops	-931,405	-956,847	25,441
Cemeteries & Crematoriums	-51,262	-51,924	661
<b>Net Surplus/-Deficit</b>	<b>-3,444,794</b>	<b>-3,642,309</b>	<b>197,515</b>





## OPERATING BUDGET: Operations by Object Type

	2025	2026	2027	2028
<b>Revenue</b>				
Sales of Goods and Services	-325,123	-416,632	-433,564	-415,364
Rental Revenue	-9,507	-83,591	-9,782	-9,978
Unconditional Grants	-90,000	-90,000	-90,000	-90,000
Conditional Grants	-287,000	-1,010,750	-1,013,250	-287,000
Transfer of Reserves (from Reserve)	-1,208,772	-1,451,230	-1,305,631	-1,341,862
<b>Total</b>	<b>-1,920,402</b>	<b>-3,052,202</b>	<b>-2,852,228</b>	<b>-2,144,204</b>
<b>Expense</b>				
Salaries	1,720,614	1,987,559	2,059,882	2,135,321
Benefits	396,284	437,096	444,560	459,741
Uniforms and Safety	15,189	28,621	22,199	23,123
Contracted Services	1,372,352	2,132,262	2,161,670	1,470,178
Material, Goods and Supplies	945,773	1,058,486	1,057,987	1,073,594
Transfer to Reserves	564,746	683,340	821,425	885,067
Financial Service Charges	168,140	168,140	168,140	168,140
Internal Transfers	182,098	199,007	204,198	209,547
<b>Total</b>	<b>5,365,197</b>	<b>6,694,511</b>	<b>6,940,061</b>	<b>6,424,711</b>
<b>Net Surplus/-Deficit</b>	<b>-3,444,794</b>	<b>-3,642,309</b>	<b>-4,087,833</b>	<b>-4,280,507</b>
<i>Depreciation (Unfunded)</i>	<i>1,453,872</i>	<i>1,599,259</i>	<i>1,599,260</i>	<i>1,599,261</i>



# Operations 5-Year Capital

Department/Area	Project Name	Funding Source	2025	2026	2027	2028	2029	2030
Operations Building Maintenance								
General Maintenance								
*Carry Forward From Prior Year(s)	Maintenance- Lock out tag our panel for buildings	RR	2,072					
	Power Monitoring Test Programmer	RR	30,000					
	Vibration Monitor	RR	50,000					
	Roof Access Improvements	RR	50,000					
	Power Monitoring Test Programmer	RR	29,610					
	Service Truck (Replacement)	RR	80,000					
	Arc Flash Study - All Buildings	RR	30,000					
	10 year Service on Backup Generators	RR	50,000					
	Power Monitoring Test Programmer	RR   RR	30,000	30,000				
	Roof Access Improvements	RR   RR	50,000	50,000				
	Work Alone Devices	RR		50,000				
	Service Van	Unfunded			100,000			
Library and Culture Centre								
*Carry Forward From Prior Year(s)	Community Internet	RR	10,000					
	Library- Basement Window Concrete Lintel Repairs	RR	15,000					
	Library- Site Drainage and Egress Improvements	RR	20,000					
	Generator	RR	100,000					
Ops Build Mtn Building								
*Carry Forward From Prior Year(s)	Maintenance Office & Storage Expansion & Redesign	RR	30,000					
	Roof Access Improvements	RR	50,000					
	Office HVAC Replacement	RR	100,000					
	Lock out Tag Panels	RR	8,056					
	Bays HVAC Replacement	RR	50,000					
	Lock out Tag Panels	RR   RR	40,000	20,000	40,000			
	Bays HVAC Replacement	RR   RR	60,000	70,000				
	Office Flooring Replacement and office redesign	LGFF-C	155,000					
	Dry Storage Building	LGFF-C	50,000					
	BMS Additions	RR   RR	20,000	20,000				
	Back up Generator	LGFF-C		150,000				
Department/Area	Project Name							
Roads and Grounds								
Roads								
*Carry Forward From Prior Year(s)	Wayfinding Signage	ID12 MSIC   CCBF	30,000					
	Steetscape Study	TRF   RR	80,000					
	Transportation Master Plan Update	RR	170,000					
	Sidewalk Replacement/Repair	RR	26,211					
	Road Repair	RR   LGFF-C	285,000	300,000	300,000			
	Sidewalk Replacement/Repair	RR   LGFF-C	40,000	100,000	100,000			
	Flat Deck Trailer	RR	30,000					
	Trackless Utility Tractor (Addition)	LGFF-C	80,000					
	Street Sweeper	MSIC/CCBF	400,000					
	Sanding Truck (Replacement)	LGFF-C	270,000					
	Connaught Patricia CBD upgrades	RR		20,000	100,000	490,000		
	Road Repair (post fire)	DRP-Muni DRP 10%		1,000,000	1,000,000			
	Alley Improvements	DRP-Muni DRP 10%		400,000				
	Holiday Lights	External Funding		150,000				
	Asphalt Repair Equipment	LGFF-C		100,000				
	Crimson Parking lot	LGFF-C		100,000				
	Public Washroom Parking Lot Rehabilitation	PrairieCan   RR		20,000	20,000			
	Annual Streetlight Replacement Program	Unfunded			50,000	50,000	50,000	
	Grader	Unfunded			550,000			
	Loader Scale	Unfunded			20,000			
	Replacement Vehicle	Unfunded			120,000			
	Heavy Truck	Unfunded				350,000		
	Subtotal		2,520,949	2,580,000	2,400,000	910,000	50,000	0

\*Carry Forward From Prior Year(s)

Determined in Year End Process - RFD

Department/Area	Project Name	Funding Source	2025	2026	2027	2028	2029	2030
Roads and Grounds								
Transit								
*Carry Forward From Prior Year(s)	Transit Stop Improvement	RR   RTSF	26,704					
	Transit Fleet Facility Construction	RTSF   Debt	181,878					
	E-bike Program- Fleet (24)	RR   RTSF	44,000					
	E-bike Program- Fleet Charging Stations (2)	RR   RTSF	38,000					
	Transit Fleet Zero Emission Bus Purchases (3)	RR   RTSF	1,125,000					
	E-bike Program - Fleet (24)	RR   RTSF	44,000					
	E-bike Program - Fleet Charging Stations (2)	RR   RTSF	38,000					
	Transit Fleet Facility Construction	RTSF   Debt	1,767,000					
	Transit Fleet Zero Emission Bus Purchase( 3)	RR   RTSF	1,125,000					
	Electric Bus Charging Infrastructure	RR   RTSF	100,000					
	Transit Stop Improvement	RR   RR	30,000	10,000				
	Bus Garage Licensing	RR		10,000				
	HD Mechanic Tools	RR		15,000	15,000			
	Battery Storage For Solar Array	Unfunded			40,000			
Grounds								
*Carry Forward From Prior Year(s)	Columbarium & Cemetery Improvements	MSIC	180,000					
	Underpass Beautification/H&S	RR	20,000					
	Sportfield Upgrade	RR	42,980					
	Hazardous/fruit trees removal/replanting	MSIO   RR	37,540					
	Robson Park Refurbishment Plan (Design/Construction)	RR	30,000					
	Irrigation upgrade	MSIO	24,254					
	Memorial Bench Program	MSIO	15,000					
	Com. and Cent. Park Improvement	CHCI	15,089					
	Underpass Beautification/H&S	LGFF-O	30,000					
	Cemetery Outhouse	RR	20,000					
	Turf Sweeper	RR	70,000					
	Irrigation Upgrade	LGFF-O   LGFF-O	25,000	25,000				
	Memorial Bench Program	LGFF-O   LGFF-O	15,000	15,000				
	Hazardous/Fruit Trees Removal/Replanting	LGFF-O   LGFF-O	50,000	30,000				
	Columbarium & Cemetery Improvements	LGFF-C		200,000				
	Grounds/Picnic Restoration	RR		50,000				
	Wood Chipper	RR		30,000				
	Electric Utility Truck (Replacement)	LGFF-C		50,000				
	Weed Steamer	RR		30,000				
	Water Tank/Pump	DRP-Muni DRP 10%		10,000				
	1/4 ton pickup or small SUV	LGFF-C		60,000				
	Cedar Fencing	DRP-Muni DRP 10%		30,000	37,500			
	Median Rehab & Landscaping	DRP-Muni DRP 10%		50,000	50,000			
	Annual Bike Rack Purchase and Maintenance and/or Street Furniture	RR		50,000	50,000	50,000	50,000	50,000
	Town Trail Signage	Unfunded			50,000	25,000		
	Robson Park Refurbishment Plan (Design/Construction)	Unfunded			60,000	490,000	550,000	
	Lion's Park Refurbishment Plan (Design/Construction)	Unfunded			35,000	1,100,000		
	Wood and Concrete Retaining Walls	DRP-Muni DRP 10%			12,000	12,000		
	Playground (DRP 50k)	DRP-Muni DRP 10%			50,000	50,000		
	1/2 ton pick up	Unfunded			60,000			
	Tree Wells and Planters	DRP-Muni DRP 10%			6,000			
	Post Signs	DRP-Muni DRP 10%			4,000			
	Solid Waste Truck (Replacement)	Unfunded			400,000		400,000	
	Top Dresser (Replacement)	Unfunded			60,000			
	Downtown Core	Unfunded				100,000		
	Subtotal		5,094,444	665,000	929,500	1,827,000	1,000,000	50,000
	Total		7,615,393	3,245,000	3,329,500	2,737,000	1,050,000	50,000

\*Carry Forward From Prior Year(s)

Determined in Year End Process - RFD



## OPERATING BUDGET

### Utilities

	Approved 2025	Requested 2026	(+/-) from prior year
<b>Revenue</b>			
Water Supply & Distribution	-2,196,487	-2,658,605	462,118
Sanitary Sewage Serv & Treat.	-3,546,963	-3,735,047	188,084
Garbage Collection & Disposal	-1,229,731	-1,279,807	50,076
Recycling-Operations	-588,706	-719,355	130,649
<b>Total Revenue</b>	<b>-7,561,886</b>	<b>-8,392,814</b>	<b>830,928</b>
<b>Expense</b>			
Water Supply & Distribution	2,196,487	2,658,605	462,119
Sanitary Sewage Serv & Treat.	3,546,963	3,735,047	188,084
Garbage Collection & Disposal	1,229,731	1,279,807	50,076
Recycling-Ops Build Mtn	588,706	719,355	130,649
<b>Total Expense</b>	<b>7,561,886</b>	<b>8,392,815</b>	<b>830,928</b>
<b>Net Surplus/-Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>

	Approved 2025	Requested 2026	(+/-) from prior year
<b>Levies</b>			
Water-Levy	1,867,536	2,012,985	145,450
Sani-Levy	3,249,528	3,391,893	142,365
Garbage-Levy	1,229,731	1,279,807	50,076
Recycling-Levy	558,706	589,356	30,650
	<b>6,905,501</b>	<b>7,274,042</b>	<b>368,541</b>



## OPERATING BUDGET: Utilities by Object Type

	2025	2026	2027	2028
<b>Revenue</b>				
Levies	-7,122,765	-7,595,051	-7,948,749	-8,257,044
Rental Revenue	-13,171	-13,435	-13,704	-13,978
Transfer of Reserves (from Reserve)	-425,948	-784,328	0	0
<b>Total</b>	<b>-7,561,885</b>	<b>-8,392,813</b>	<b>-7,962,453</b>	<b>-8,271,022</b>
<b>Expense</b>				
Salaries	1,198,817	1,321,941	1,342,987	1,371,953
Benefits	259,935	272,176	277,329	282,597
Uniforms and Safety	12,719	27,087	18,629	19,002
Contracted Services	2,216,500	2,368,293	1,928,460	1,967,092
Material, Goods and Supplies	504,341	587,778	594,436	611,769
Waste Disposal Costs	158,659	161,832	165,069	168,370
Transfer to Reserves	1,967,089	2,289,574	2,265,865	2,474,853
Financial Service Charges	1,047,083	1,151,124	1,151,124	1,151,124
Internal Transfers	196,743	213,007	218,553	224,263
<b>Total</b>	<b>7,561,885</b>	<b>8,392,814</b>	<b>7,962,453</b>	<b>8,271,022</b>
<b>Net Surplus/-Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Depreciation (unfunded)</i>	<i>638,745</i>	<i>697,090</i>	<i>762,399</i>	<i>838,639</i>



# Utilities 5-Year Capital

Department/Area	Project Name	Funding Source	2025	2026	2027	2028	2029	2030
Utilities								
Water								
*Carry Forward From Prior Year(s)	Treatment Process Review and Capital Plan	RR	69,783					
	Utility Master and Infrastructure Renewal Plan	MSIC	41,398					
	Parcel CH Servicing	Ext Cont   Offsite   Debt	551,657					
	Leak Detection Equipment	RR	20,280					
	Well VFD Lifecycle Replacement	RR	120,000					
	MCC Lifecycle Replacement	RR	80,000					
	Infrastructure Replacement Tooling	RR	534					
	Annual Valve Replacement Program	RR   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   RR	55,000	55,000				
	Infrastructure Replacement Tooling	RR	40,000					
	Water Damage List (WSP)	DRP-Muni DRP 10%	750,000					
	Reservoir Inspection	RR   RR		10,000				
	Residential Water Meter Upgrade	DRP-Muni DRP 10%		500,000	500,000			
	Commercial Water Meter Replacement	DRP-Muni DRP 10%		157,500	157,500			
	Service Valve Repair Burnt Areas	Unfunded		3,300,000				
	1/2 Ton Vehicle or Other	Unfunded			75,000			
	Cabin Lake Emergency Water Supply	Unfunded/Pending Grant			1,500,000			
	Connaught Water Loop (ISL)	Unfunded/Pending Grant			3,400,000			
	Critical Transmission Lines Condition Analysis	Unfunded			70,000			
	Water Wells Servicing	DRP-Muni DRP 10%			450,000			
	Utilities Bylaw Review	Unfunded			27,500			
	Utility Master and Infrastructure Renewal Plan Implementation	Unfunded			1,794,000	2,206,000		
	Block 15, 16, 17, 18 Deep Services Planning (Colin Crescent)	Unfunded				500,000	1,050,000	
	Lead Service Removal, Block 11, 24 (700 Patricia/Connaught)	Unfunded				1,500,000		
	Deep Infrastructure Renewal Program	Unfunded					110,000	440,000
	Water Reservoir Cleaning	Unfunded						25,000
	Water Well Lifecycle Replacement	Unfunded						900,000
	Valve Maintenance Unit	Unfunded						250,000
	Subtotal		1,878,651	4,172,500	8,124,000	4,356,000	1,310,000	1,765,000

\*Carry Forward From Prior Year(s) Determined in Year End Process - RFD



Department/Area	Project Name	Funding Source	2025	2026	2027	2028	2029	2030
Utilities								
Sewer								
*Carry Forward From Prior Year(s)	WWTP Annual Capital Requirement	Debt   MSIC	110,316					
	Bulk Water Sani Dump Control Building	Debt	69,389					
	Parcel CH Servicing	Ext Cont   Offsite   Debt	521,079					
	WWTP Annual Capital Replacement	Debt	2,124,217					
	Sludge Truck End-of-Life Replacement	RR	220,000					
	Sanitary mainline spot relining	RR	150,000					
	WWTP Generator	DRP	400,000					
	WWTP Annual Capital Requirement	Debt	585,000	340,000	2,168,750	2,223,750	3,808,750	445,750
	Sanitary Mainline Spot Relining	RR		150,000		150,000		
	Emergency storage Rehabilitation/Lagoon project	Pending Grant x2   Debt		4,800,000				
	Biosolids Management Plan	RR		110,000				
	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			100,000	100,000		
	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	440,000
	Lift Station Upgrade, Stone Mountain	Unfunded					550,000	
	Combination Sewer Cleaner Unit	Unfunded						1,500,000
Garbage & Recycling								
*Carry Forward From Prior Year(s)	6-43-01-24-201 EPR Adaptation	RR	10,000					
	6-43-01-24-631 Refit old Garbage Cans and permanent locations	RR	300,000					
	Garbage Bin Replacement Program	RR   LGFF-C	60,000	60,000	60,000	60,000	60,000	60,000
	Refit old Garbage Cans and permanent locations	RR						
	Recycle Depot and Metal Bin Feasibility Study	RR RMR		125,000				
	Compost Process Rehabilitation/Program	RR RMR		25,000		500,000		
	Fencing for Recycle drop off area	Unfunded			50,000			
	Solid Waste Truck (Replacement)	Unfunded			450,000		500,000	
	Design of Recycling Centre/Depot	Unfunded			300,000			
	Baler	Unfunded				600,000		
	Subtotal		4,550,002	5,610,000	4,106,250	5,583,750	6,078,750	2,445,750
	Total		6,428,653	9,782,500	12,230,250	9,939,750	7,388,750	4,210,750

\*Carry Forward From Prior Year(s) Determined in Year End Process - RFD



# Appendices

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**Capital Funding Sources**

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**Debt & Reserves**

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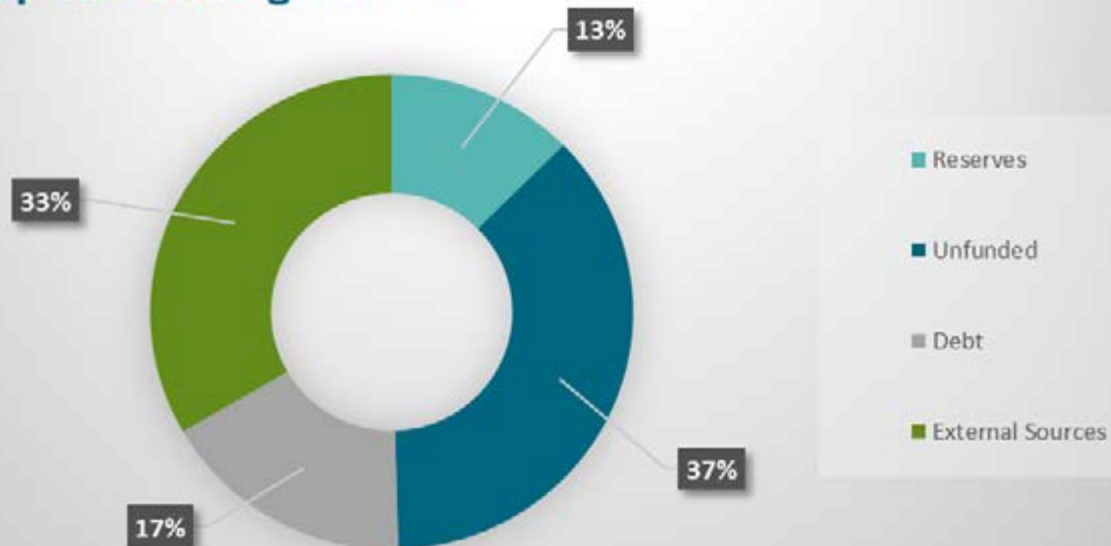
**Capital Budget Multi-Year Table**

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## 2026 Capital Funding Sources



### 2026 FUNDING LEGEND/SOURCE

LGFF-Local Government Fiscal Framework-Operating	\$195,000
LGFF-Local Government Fiscal Framework-Capital	\$1,360,000
CCBF-Canada Community Building Fund	\$337,000
DRP-Disaster Recovery Program / PrairiesCan Contribution	\$1,711,400
Muni DRP 10% / PrairiesCan Contribution 8%	\$456,100
Insurance	\$570,664
Grant Application   External Source   Donation	\$1,601,500
Unfunded	\$6,900,000
Debt	\$3,181,836
RR-Restricted Reserves	
Annual General	\$1,623,000
Transportation & Parking Reserve	\$35,000
Community Housing Reserve	\$70,000
Utility Capital Reserve	\$625,000
<b>TOTAL</b>	<b>\$18,666,500</b>



## RESERVE FORECASTING

Reserve	Proposed Budget						
	2025	2025		25-26	2026		26-27
	Opening Balance	Debit	Estimated Credit	Estimated Ending-Opening Balance	Debit	Credit	Estimated Ending-Opening Balance
Annual General Capital Reserve	3,809,354	1,142,181	4,408,142	543,393	1,494,375	1,623,000	414,768
Fixed Asset Reserve	149,035	0	0	149,035	0	0	149,035
Fleet Reserve	827,469	687,792	0	1,515,261	500,329	0	2,015,590
Community Housing Reserve	321,986	149,185	49,195	421,976	141,763	70,000	493,739
Public Transportation Reserve	902,067	135,000	580,120	456,947	155,250	35,000	577,197
Utility Capital Reserve	2,866,257	1,676,089	1,424,325	3,118,020	1,911,574	625,000	4,404,594
Financial Stabilization Reserve	1,614,909	535,405	734,210	1,416,105	425,994	420,000	1,422,098
Utility Operating Reserve	1,266,444	0	0	1,266,444	0	0	1,266,444
	<b>11,757,521</b>	<b>4,325,653</b>	<b>7,195,993</b>	<b>8,887,181</b>	<b>4,629,284</b>	<b>2,773,000</b>	<b>10,743,465</b>

## DEBT LIMIT PROJECTIONS

	Actual		Normalized	Estimated			
	2023	2024	2024*	2025*	2026*	2027*	2028*
Annual Revenue	24,954,544	58,668,406	29,346,201	29,899,760	29,346,201	29,899,760	29,346,201
Debt Limit Dec 31, 20XX	37,431,816	88,002,609	44,019,301	44,849,640	44,019,301	44,849,641	44,019,301
Total Debt	-24,556,252	-23,555,013	-23,555,013	-22,555,013	-32,781,013	-25,835,013	-41,781,013
<b>Remaining Debt Limit</b>	<b>12,875,564</b>	<b>64,447,596</b>	<b>20,464,288</b>	<b>22,294,627</b>	<b>11,238,288</b>	<b>19,014,628</b>	<b>2,238,288</b>

\*Normalized - Removal of DRP Funds received



# 5-Year Capital Plan

Department/Area	Project Name	Funding Source	2025	2026	2027	2028	2029	2030
<b>Community Development</b>								
<b>Activity Centre</b>								
*Carry Forward From Prior Year(s)	Activity Centre - Renovations Design and Eng	ICIP/MSIC/Debt	49,045					
	Kitchen Equipment Replacement	RR	8,066					
	Activity Centre Portion of Renovation (Construction)	ICIP/MSIC/Debt	586,327					
	Fire Separation Basement	RR	44,000					
	Fire and Security Monitoring	RR	163,000					
	MPH Projector	RR	20,000					
	Kitchen Equipment Replacement	RR	9,000					
	East Parking lot	RR   Debt	221,690	110,000				
	Generator	Unfunded	400,000			400,000		
	Ventilation and HVAC upgrades (incl dehumidification for curling rink)	Debt		250,000	250,000	250,000	250,000	250,000
	Fire stopping in Mechanical Room	Debt		50,000				
	Tennis Court Resurfacing and Pickleball Development	Donation   Debt		250,000				
	Security System Admin/Activity Center - Addition of keyless entry on exterior doors	Debt		25,000	50,000	90,000		
	Renovate MPH Washrooms - Toilet flanges installed incorrectly and are failing	Unfunded			100,000			
	Fall Arrest on Roof - Addition to existing	Unfunded			50,000			
	Install 3-way Valve in Mech Room to Reduce Year Round Heating Load	Unfunded			50,000			
	Convert Administration Space in Lobby into Meeting Space	Unfunded			30,406			
	Fire Separation Basement	Unfunded				200,000		
	Convert Viewing Room Between Handball Courts into Storage Room	Unfunded				16,900		
	Improve Connectivity of Administrative Spaces & Functionality of Seniors Centre	Unfunded					420,000	
	Drainage and Landscaping	Unfunded					20,000	
	Generator	Unfunded						
<b>Grounds (Rec)</b>								
*Carry Forward From Prior Year(s)	Skatepark	Donation   Debt	454,106					
	Rec Centre Main Entrance (planters/seating)	RR		20,000				
	Dog Park Relocate	Donation   Unfunded		50,000	50,000			
	Log Cabin Portion of Renovations	Unfunded			250,000			
	Jasper Stage Heaters and Retractable Walls	Unfunded						225,000
<b>Arena</b>								
*Carry Forward From Prior Year(s)	Hot Water upgrade/replacement	RR	90,000					
	Old Ice plant renovated to Jan Storage	RR	25,000					
	Polaris Side by Side Ice/Snow Clearing (Replacement)	RR	50,000					
	Replace Shingles on Garage - End of life	Debt		25,000				
	Replace Arena Board Gate - Decommissioned due to safety concerns.	Debt		75,000				
	Replace and Upgrade Dehumidification and CO2 Sensors Within Arena, Including All Support Spaces	Unfunded			1,105,242			
	Hard Service Walkway Between Arena, Garage, and Ice Plant	Unfunded			100,000			
	Refurbished All Sound System Components	Unfunded			46,227			
	Zamboni Replacement	Unfunded						250,000



<b>Aquatic</b>								
*Carry Forward From Prior Year(s)	Valve Exercise program	RR	18,000					
	Sump Pump Replacement for Backwashes	Debt	20,000					
	Aquatic Portion of Renovation (Construction)	ICIP/MSIC/Debt	454,500					
	Repair Insulation in Entrance	RR	150,000					
	Add Main Mechanical Room Air Supply	RR	114,600					
	Fire Alarm System	RR	52,972					
	Diving Board base	RR	20,000					
	Anti-Entrapment	Debt		90,000				
	Engineering Report	Debt		50,000				
	Mechanical Room Fire Stopping	Debt		75,000				
	Install Impressed Current Cathodic Protection to the Pool Deck	Debt		250,000	500,000	500,000	250,000	
	Upgrade All Mechanical Systems for the Entire Aquatic Centre	Debt		250,000	250,000	250,000	250,000	250,000
	Chemical Feed System	Unfunded		15,000				
	Security System Update	Unfunded		30,000	30,000			
	Chemical Oxidizer	Unfunded		35,000				
	1st Aid Floor Replacement	Unfunded		15,000				
	Sand filters (All) and Heat Exchangers	Unfunded			500,000			
	Review Chemical Feed System and Ventilation (C-12 system)	Unfunded			65,000	65,000		
	Aquatic Centre Ext Clad Replacement	Unfunded			175,000	175,000		
	Geotechnical Backfill Under Footings in Crawl Space	Unfunded						
	Replace Pool Electrical Bonding	Unfunded						
	Replace All Steel and Copper Piping, Valves Throughout Facility	Unfunded						
<b>Daycare</b>								
*Carry Forward From Prior Year(s)	Daycare yard Astro Turf	RR	35,000					
	Flooring in Old Rooms	RR	40,000					
	Bathroom Renovation	RR	30,000					
	Daycare yard drainage	LGFF (c)	275,000					
	Daycare Expansion/AC Renovations	External Sources   RR		1,210,000				
	Washer/Dryer replacement	Unfunded					15,000	
<b>Community Outreach Services</b>								
*Carry Forward From Prior Year(s)								
	627 Patricia - Repair and repaint office space	RR		40,000				
<b>Department/Area</b>								
<b>Protective Services</b>								
<b>Fire</b>								
*Carry Forward From Prior Year(s)	Hose Tower repairs	RR	32,336					
	Wildfire Mitigation Strategy	FRIAA	40,000					
	Aerial replacement	CCBF/RR	41,827					
	Structural Protection Wetlines	RR	15,431					
	Residential Space Redesign	RR	12,815					
	Residential Space Construction	RR	140,000					
	RTU 2 Replacement	RR	36,000					
	Aerial Replacement	RR   CCBF	1,100,000					
	Residential Space Construction	RR	285,000					
	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					
	Hose Tower Repairs	RR   LGFF-C	32,336	90,000				
	Wildland Urban Interface Equipment	RR   RR	50,000	50,000				
	Emergency Services Building and Asset Master Plan	RR   RR	50,000	100,000				
	RTU 2 Replacement	RR   CCBF		114,000				
	Generator Upgrades	LGFF-C		150,000				
	Fire Bays Air Exchange System	CCBF		250,000				
	Landscaping	RR		15,000				
	Wildfire Resiliency Strategy	LGFF-O		125,000				
	Building HVAC/Envelope upgrades	Unfunded			100,000	150,000		
	Building Envelope Maintenance and Upgrades	Unfunded			250,000	150,000	150,000	150,000
	Wildfire Resiliency Strategy Implementation Projects	Unfunded			200,000	200,000	200,000	
	Suite 202 Design and Engineering	Unfunded			125,000			
	SCBA Replacement	Unfunded			300,000			
	Radios	Unfunded			50,000			
	Wildland Command Truck	Unfunded					200,000	



<b>Emergency Management</b>								
	Business Continuity Plan	RR-RMR		60,000				
<b>FireSmart</b>								
	FireSmart Residential Incentive Program	RR-RMR		50,000				
	Critical Infrastructure Permanent Sprinklers	RR		50,000				
<b>Bylaw</b>								
* Carry Forward From Prior Year(s)	Event Signage	RR	3,475					
	Fleet (New)	RR	85,000					
	Moving Traffic Violation Equipment	RR	25,000					
	Automated External Defibrillators (AEDs)	RR or Grant if possible		5,000				
	Radios	RR		15,000				
	Fleet Replacement	Unfunded				95,000		
<b>Legislative</b>								
* Carry Forward From Prior Year(s)	Community Sustainability Plan	RR	75,000					
	Records Management Capital	RR	30,000					
	Council Chambers Technology	RR	100,000					
	Records Management	Unfunded				20,000		
<b>Ops Build Mtn</b>								
<b>General Maintenance</b>								
* Carry Forward From Prior Year(s)	Maintenance- Lock out tag our panel for buildings	RR	2,072					
	Power Monitoring Test Programmer	RR	30,000					
	Vibration Monitor	RR	50,000					
	Roof Access Improvements	RR	50,000					
	Power Monitoring Test Programmer	RR	29,610					
	Service Truck (Replacement)	RR	80,000					
	Arc Flash Study - All Buildings	RR	30,000					
	10 year Service on Backup Generators	RR	50,000					
	Power Monitoring Test Programmer	RR   RR	30,000	30,000				
	Roof Access Improvements	RR   RR	50,000	50,000				
	Work Alone Devices	RR		50,000				
	Service Van	Unfunded				100,000		
<b>Housing/Muni Building</b>								
* Carry Forward From Prior Year(s)	Staff Housing - Furnish 1/2 Bonhomme duplex	RR	9,195					
	Staff Housing - Duplex Secondary Suite	External Funding (JMHC)	200,000					
	Housing Master Plan	RR	30,000					
	Staff House Renovations - Laundry	RR	10,000					
	1251 Cabin Creek Rebuild	Insurance   Debt	300,000	805,000				
	UDS Permitting Software	RR		70,000				
	Future Community Housing Projects	Unfunded				5,000,000	5,000,000	
<b>Library and Culture Centre</b>								
* Carry Forward From Prior Year(s)	Community Internet	RR	10,000					
	Library- Basement Window Concrete Lintel Repairs	RR	15,000					
	Library- Site Drainage and Egress Improvements	RR	20,000					
	Generator	RR	100,000					
<b>Ops Build Mtn Building</b>								
* Carry Forward From Prior Year(s)	Maintenance Office & Storage Expansion & Redesign	RR	30,000					
	Roof Access Improvements (Pending Assessment)	RR	50,000					
	Office HVAC Replacement	RR	100,000					
	Lock out Tag Panels	RR	8,056					
	Bays HVAC Replacement	RR	50,000					
	Lock out Tag Panels	RR   RR	40,000	20,000	40,000			
	Bays HVAC Replacement	RR   RR	60,000	70,000				
	Office Flooring Replacement and office redesign	LGFF-C	155,000					
	Dry Storage Building	LGFF-C	50,000					
	BMS Additions	RR   RR	20,000	20,000				
	Back up Generator (Ops Build)	LGFF-C		150,000				



Department/Area	Project Name							
Roads and Grounds								
Roads								
*Carry Forward From Prior Year(s)	Wayfinding Signage	ID12 MSIC/CCBF	30,000					
	Steetscape Study	TRF   RR	80,000					
	Transportation Master Plan Update	RR	170,000					
	Sidewalk Replacement/Repair	RR	26,211					
	Road Repair	RR   LGFF-C	285,000	300,000	300,000			
	Sidewalk Replacement/Repair	RR   LGFF-C	40,000	100,000	100,000			
	Flat Deck Trailer	RR	30,000					
	Trackless Utility Tractor (Addition)	LGFF-C	80,000					
	Street Sweeper	MSIC/CCBF	400,000					
	Sanding Truck (Replacement)	LGFF-C	270,000					
	Connaught Patricia CBD upgrades	RR		20,000	100,000	490,000		
	Road Repair (post fire)	DRP-Muni DRP 10%		1,000,000	1,000,000			
	Alley Improvements	DRP-Muni DRP 10%		400,000				
	Holiday Lights	External Sources - Pending		150,000				
	Asphalt Repair Equipment	LGFF-C		100,000				
	Crimson Parking lot	LGFF-C		100,000				
	Public Washroom Parking Lot Rehabilitation	PrairieCan 92% RR 8%		20,000	20,000	20,000		
	Annual Streetlight Replacement Program	Unfunded			50,000	50,000	50,000	
	Grader	Unfunded			550,000			
	Loader Scale	Unfunded			20,000			
	Replacement Vehicle	Unfunded			120,000			
	Heavy Truck	Unfunded				350,000		
Transit								
*Carry Forward From Prior Year(s)	Transit Stop Improvement	RR   RTSF	26,704					
	Transit Fleet Facility Construction	Debt   RTSF	181,878					
	E-bike Program- Fleet (24)	RR   RTSF	44,000					
	E-bike Program- Fleet Charging Stations (2)	RR   RTSF	38,000					
	Transit Fleet Zero Emission Bus Purchases (3)	RR   RTSF	1,125,000					
	E-bike Program - Fleet (24)	RR   RTSF	44,000					
	E-bike Program - Fleet Charging Stations (2)	RR   RTSF	38,000					
	Transit Fleet Facility Construction	RTSF   Debt	1,767,000					
	Transit Fleet Zero Emission Bus Purchase( 3)	RR   RTSF	1,125,000					
	Electric Bus Charging Infrastructure	RR   RTSF	100,000					
	Transit Stop Improvement	RR   RR	30,000	10,000				
	Bus Garage Licensing	RR		10,000				
	HD Mechanic Tools	RR		15,000	15,000			
	Battery Storage For Solar Array	Unfunded			40,000			



<b>Grounds</b>								
* Carry Forward From Prior Year(s)	Columnbarium & Cemetery Improvements	MSIC	180,000					
	Underpass Beautification/H&S	RR	20,000					
	Sportfield Upgrade	RR	42,980					
	Hazardeous/fruit trees removal/replanting	MSIO   RR	37,540					
	Robson Park Refurbishment Plan (Design/Construction)	RR	30,000					
	Irrigation upgrade	MSIO	24,254					
	Memorial Bench Program	MSIO	15,000					
	Com. and Cent. Park Improvement	CHCI	15,089					
	Underpass Beautification/H&S	LGFF-O	30,000					
	Cemetery Outhouse	RR	20,000					
	Turf Sweeper	RR	70,000					
	Irrigation Upgrade	LGFF-O   LGFF-O	25,000	25,000				
	Memorial Bench Program	LGFF-O   LGFF-O	15,000	15,000				
	Hazardous/Fruit Trees Removal/Replanting	LGFF-O   LGFF-O	50,000	30,000				
	Columbarium & Cemetery Improvements	LGFF-C		200,000				
	Grounds/Picnic Restoration	RR		50,000				
	Wood Chipper	RR		30,000				
	Electric Utility Truck (Replacement)	LGFF-C		50,000				
	Weed Steamer	RR		30,000				
	Water Tank/Pump	DRP-Muni DRP 10%		10,000				
	1/4 ton pickup or small SUV	LGFF-C		60,000				
	Cedar Fencing	DRP-Muni DRP 10%		30,000	37,500			
	Median Rehab & Landscaping	DRP-Muni DRP 10%		50,000	50,000			
	Annual Bike Rack Purchase and Maintenance and/or Street Furniture	RR		50,000	50,000	50,000	50,000	50,000
	Town Trail Signage	Unfunded			50,000	25,000		
	Robson Park Refurbishment Plan (Design/Construction)	Unfunded			60,000	490,000	550,000	
	Lion's Park Refurbishment Plan (Design/Construction)	Unfunded			35,000	1,100,000		
	Wood and Concrete Retaining Walls	DRP-Muni DRP 10%			12,000	12,000		
	Playground (DRP 50k)	DRP-Muni DRP 10%			50,000	50,000		
	1/2 ton pick up	Unfunded			60,000			
	Tree Wells and Planters	DRP-Muni DRP 10%			6,000			
	Post Signs	DRP-Muni DRP 10%			4,000			
	Solid Waste Truck (Replacement)	Unfunded			400,000		400,000	
	Top Dresser (Replacement)	Unfunded			60,000			
	Downtown Core	Unfunded				100,000		
<b>Department/Area</b>	<b>Project Name</b>							
<b>Utilities</b>								
<b>Water</b>								
* Carry Forward From Prior Year(s)	Treatment Process Review and Capital Plan	RR	69,783					
	Utility Master and Infrastructure Renewal Plan	MSIC	41,398					
	Parcel CH Servicing	Ext Cont   Offsite   Debt	551,657					
	Leak Detection Equipment	RR	20,280					
	Well VFD Lifecycle Replacement	RR	120,000					
	MCC Lifecycle Replacement	RR	80,000					
	Infrastructure Replacement Tooling	RR	534					
	Annual Valve Replacement Program	RR   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   RR	55,000	55,000				
	Infrastructure Replacement Tooling	RR	40,000					
	Water Damage List (WSP)	DRP-Muni DRP 10%	750,000					
	Reservoir Inspection	RR   RR		10,000				
	Residential Water Meter Upgrade	DRP-Muni DRP 10%		500,000	500,000			
	Commercial Water Meter Replacement	DRP-Muni DRP 10%		157,500	157,500			
	Service Valve Repair Burnt Areas	Unfunded		3,300,000				
	1/2 Ton Vehicle or Other	Unfunded			75,000			
	Cabin Lake Emergency Water Supply	Unfunded/Pending Grant			1,500,000			
	Connaught Water Loop (ISL)	Unfunded/Pending Grant			3,400,000			
	Critical Transmission Lines Condition Analysis	Unfunded			70,000			
	Water Wells Servicing	DRP-Muni DRP 10%			450,000			
	Utilities Bylaw Review	Unfunded			27,500			
	Utility Master and Infrastructure Renewal Plan Implementation	Unfunded			1,794,000	2,206,000		
	Block 15, 16, 17, 18 Deep Services Planning (Colin Crescent)	Unfunded				500,000	1,050,000	
	Lead Service Removal, Block 11, 24 (700 Patricia/Connaught)	Unfunded				1,500,000		
	Chlorination System Replacement and Room Safety Upgrades	Unfunded						
	Deep Infrastructure Renewal Program	Unfunded					110,000	440,000
	Water Reservoir Cleaning	Unfunded						25,000
	Water Well Lifecycle Replacement	Unfunded						900,000
	Valve Maintenance Unit	Unfunded						250,000



<b>Sewer</b>								
*Carry Forward From Prior Year(s)	WWTP Annual Capital Requirement	Debt   MSIC	110,316					
	Bulk Water Sani Dump Control Building	Debt	69,389					
	Parcel CH Servicing	Ext Cont   Offsite   Debt	521,079					
	WWTP Annual Capital Replacement	Debt	2,124,217					
	Sludge Truck End-of-Life Replacement	RR	220,000					
	Sanitary mainline spot relining	RR	150,000					
	WWTP Generator	DRP	400,000					
	WWTP Annual Capital Requirement	Debt	585,000	340,000	2,168,750	2,223,750	3,808,750	445,750
	Sanitary Mainline Spot Relining	RR		150,000		150,000		
	Emergency storage Rehabilitation/Lagoon project	Pending Grant x2   Debt		4,800,000				
	Biosolids Management Plan	RR		110,000				
	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			100,000	100,000		
	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	440,000
	Lift Station Upgrade, Stone Mountain	Unfunded					550,000	
	Combination Sewer Cleaner Unit	Unfunded						1,500,000
<b>Garbage &amp; Recycling</b>								
*Carry Forward From Prior Year(s)	6-43-01-24-201 EPR Adaptation	RR	10,000					
	6-43-01-24-631 Refit old Garbage Cans and permanent locations	RR	300,000					
	Garbage Bin Replacement Program	RR   LGFF-C	60,000	60,000	60,000	60,000	60,000	60,000
	Recycle Depot and Metal Bin Feasibility Study	RR RMR		125,000				
	Compost Process Rehabilitation/Program	RR RMR		25,000		500,000		
	Fencing for Recycle drop off area	Unfunded			50,000			
	Solid Waste Truck (Replacement)	Unfunded			450,000		500,000	
	Design of Recycling Centre/Depot	Unfunded			300,000			
	Baler	Unfunded				600,000		
<b>Department/Area</b>								
<b>Administration</b>								
<b>General</b>								
*Carry Forward From Prior Year(s)	6-12-01-24-620 Roof Access, Fall Protection and Key System	RR	25,000					
	6-12-01-24-630 Asset Management Software	RR	70,000					
	Office Space Redesign	RR	150,000					
	Security System Admin/Activity Center - Addition of keyless entry on exterior doors	RR		150,000				
	HRMIS	RR RMR		120,000				
	Financial Software System	RR RMR		380,000	380,000			
	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   RR	50,000	20,000	20,000	20,000	20,000	20,000
	Cloud Computing Framework	RR	15,000					
	External Security Audit	RR	15,000					
	Replace MDJHost1 Server at AC	Unfunded			22,500			
	AC Server	Unfunded				25,000		
	Network Accessible Storage and Server	Unfunded					10,000	
	Activity Centre Network Upgrades	Unfunded						20,000
<b>Land</b>								
*Carry Forward From Prior Year(s)	Parcel GA HK Servicing - Interim Modular Housing		772,681					
	Parcel HH HF Servicing Interim Modular Housing		1,724,556					
<b>Energy Management</b>								
*Carry Forward From Prior Year(s)								
	Client Adaptation Implementation Projects	FCM		200,000	800,000			
	<b>Total</b>		<b>\$22,938,006</b>	<b>\$18,666,500</b>	<b>\$21,249,890</b>	<b>\$30,793,650</b>	<b>\$15,463,750</b>	<b>\$5,425,750</b>
*Carry Forward From Prior Year(s)	Determined in Year End Process - RFD							

