



# **PROPOSED DRAFT BUDGET FOR 2026 AND BEYOND**

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September 16, 2025, Budget Workshop



# 2026 Draft Budget-Overview



Budget Process 2026 and Beyond

Public Engagement

Municipal Overview

Executive Summary

Financial Summary

- Operating
- Capital

Departments at a Glance

- Operating

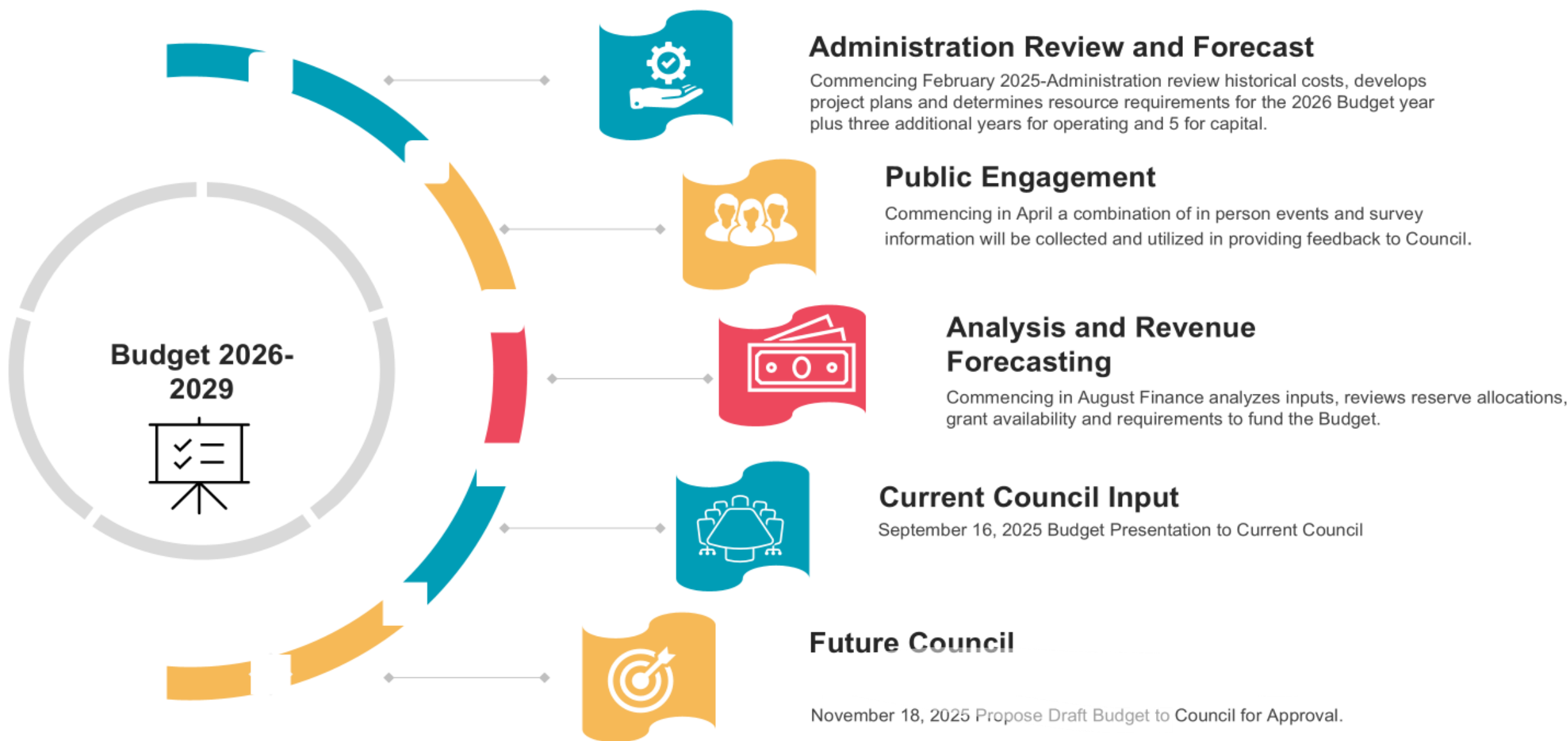
Budget Impact & Summary



# 2026 Budget Process



## Steps to Preparing the 2026 Budget and Beyond



# Public Engagement 2026 - Overview



<b>Purpose of Engagement:</b>	Gather resident input on <b>budget priorities</b> and <b>service level satisfaction</b>	Ensure decisions reflect community values and expectations	
<b>Engagement Methods:</b>	Statistically valid survey (271 responses)	Open houses and targeted focus groups	Aligned with Council's Strategic Plan for authentic engagement
<b>Key Themes Identified:</b>	Strong support for <b>infrastructure investment</b>	Desire for <b>increased service levels</b> in Public Works and Community Enforcement	Emphasis on <b>public safety</b> , especially related to encampments

# Community Insights & Budget Implications



## Resident Priorities:

Maintain quality of life  
and essential services

Invest responsibly in  
infrastructure

Improve visibility and  
responsiveness of  
service delivery

## Financial Outlook:

Majority support for  
modest user fee  
increases

Expectation of  
measurable value from  
new investments

## Additional Insights:

Communications seen  
as effective and  
improving

Customer service  
satisfaction is solid,  
with room for  
enhanced  
personalization

Engagement reflects a  
realistic and forward-  
looking community

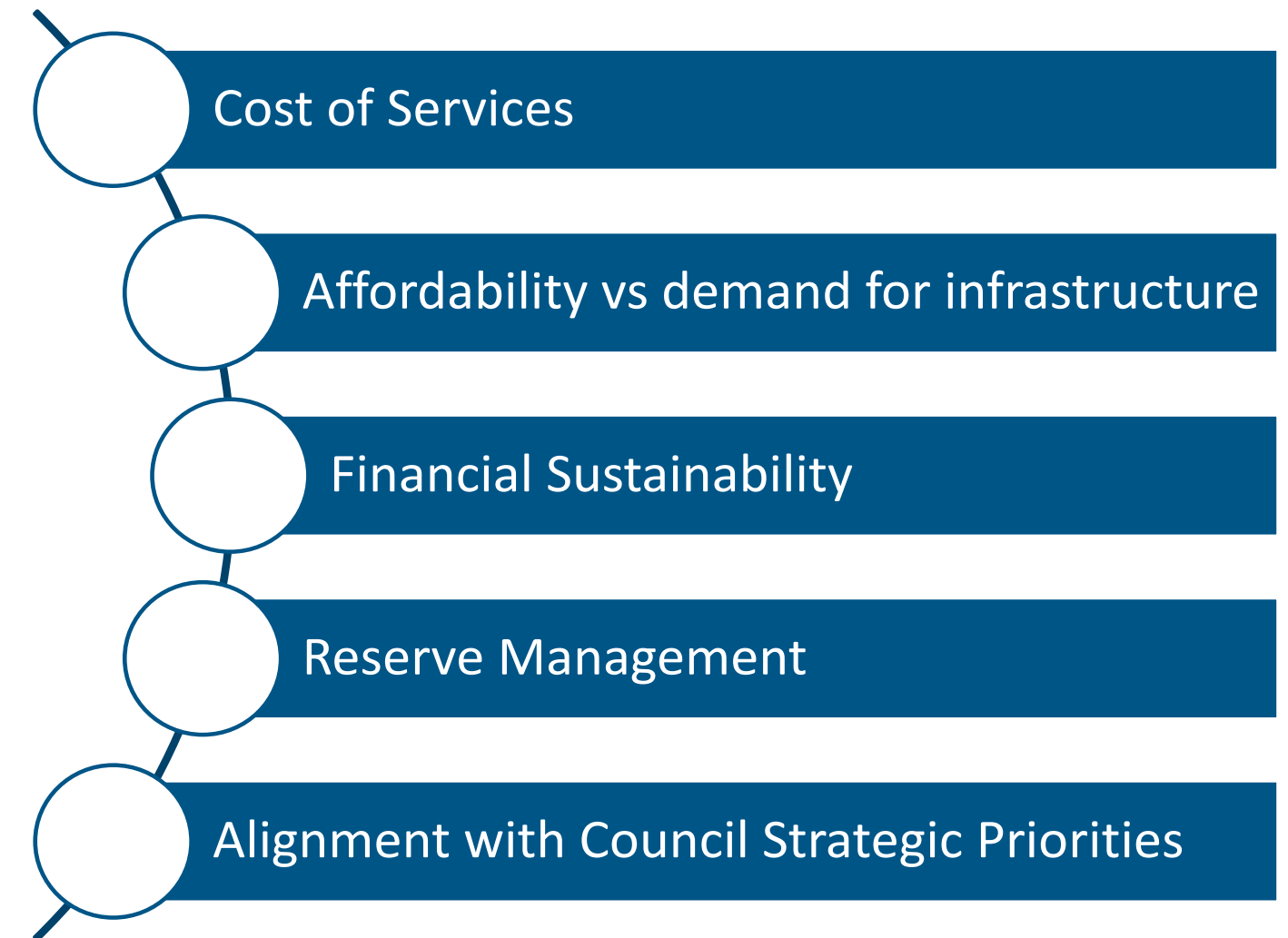


# Municipal Overview





# Budget 2026 and Beyond



# Strategic Plan (2022-2025)





# Financial Health Snapshot



# Edson's Strength



Edson serves approximately 8,500 residents, with a trading area of 15,000 to 20,000, supporting regional commerce and services.

## Industry Composition

Edson's economy is diverse and resilient, with key sectors including:

- Retail Trade
- Mining, Quarrying, Oil & Gas Extraction
- Healthcare & Social Assistance

## Entrepreneurial Strength

Edson has a strong self-employed workforce, Edson ranks above Alberta's provincial average, demonstrating a thriving entrepreneurial spirit and a culture of innovation.

## Community Infrastructure

- Renovation of the Edson & District Public Library is complete.
- The YCE Multiplex remains on track for full construction by 2027.
- Subdivisions offer ample land for future residential and commercial development.

## Communications

- Residents continue to report stronger outreach and satisfaction with Town communications and engagement efforts.

Nestled between Edmonton and Jasper National Park, Edson is more than a stopover—it's a destination.

## Strategic Location & Access

Located on Highway 16 between Edmonton and Jasper, Edson connects to annual exports via road and rail.

## Workforce Advantage

Access to skilled workers in energy, forestry, and manufacturing. Growing healthcare sector with modern facilities.

## Youth Retention & Engagement

Edson is committed to keeping youth engaged through leadership, recreation, and career development through:

- **Youth Council** - leadership and civic engagement, with bursaries for post secondary education.
- **Youth Interagency** - includes programs and events focused on empowerment & healthy choices.



# Fiscal Pressure & Strategic Progress



## Key Financial Pressures

### Reserve Sustainability

- Continued risk of drawing down reserves faster than replenishment, impacting long-term infrastructure funding.

### Infrastructure Gaps

- Ongoing needs in water production, Downtown Area Redevelopment, Storm water and Sanitary infrastructure and long-term planning for Civic Centre.

### Inflation & Cost Volatility

- Rising costs in fuel, materials, and interest rates continue to challenge budget stability.

## Strategic Improvements

### Long-Term Infrastructure Planning

- Capital plans initiated, with funding gaps identified.

### Service Level & Cost Analysis

- Departments are actively reviewing service levels and aligning budgets with community expectations.

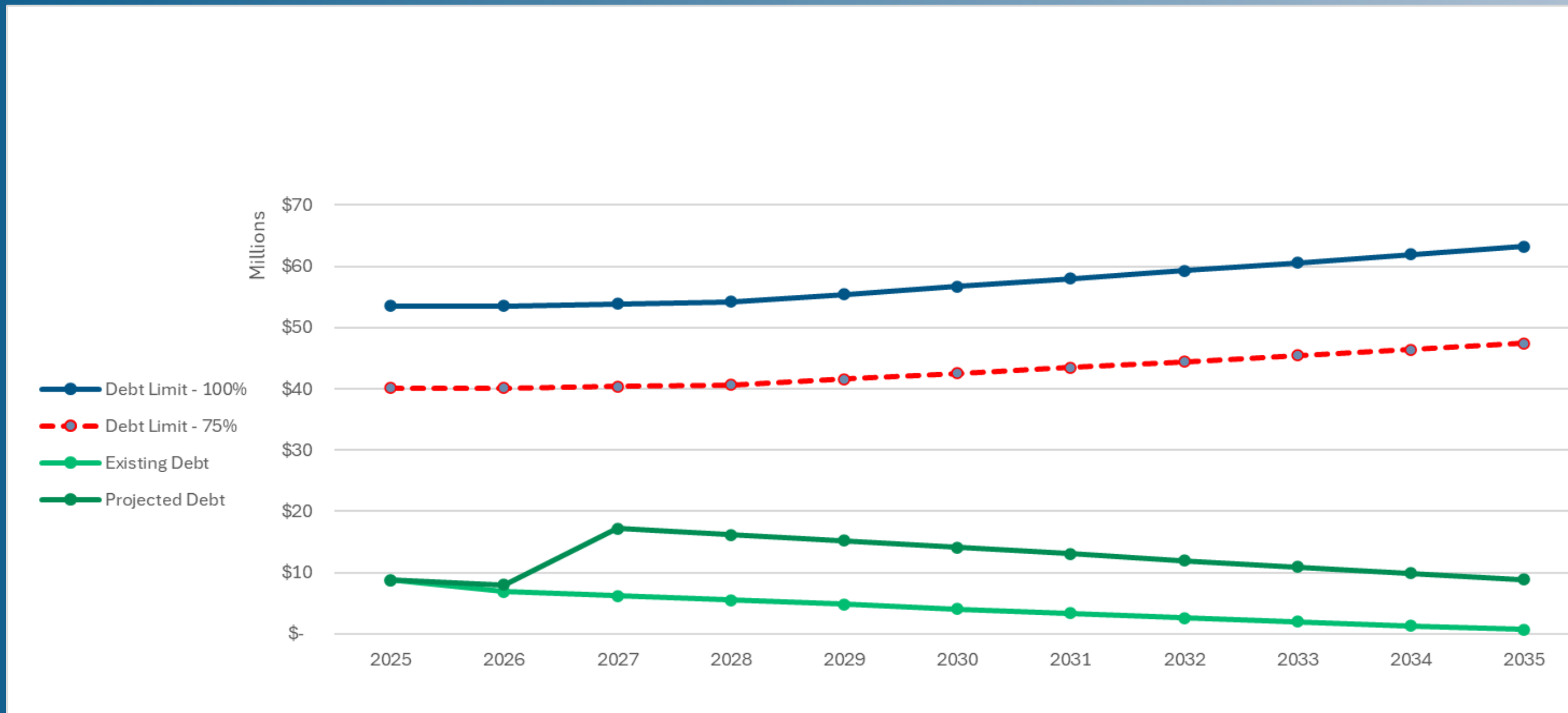
### Operational Efficiency

- Process improvements are underway across departments to support service delivery and efficiency.



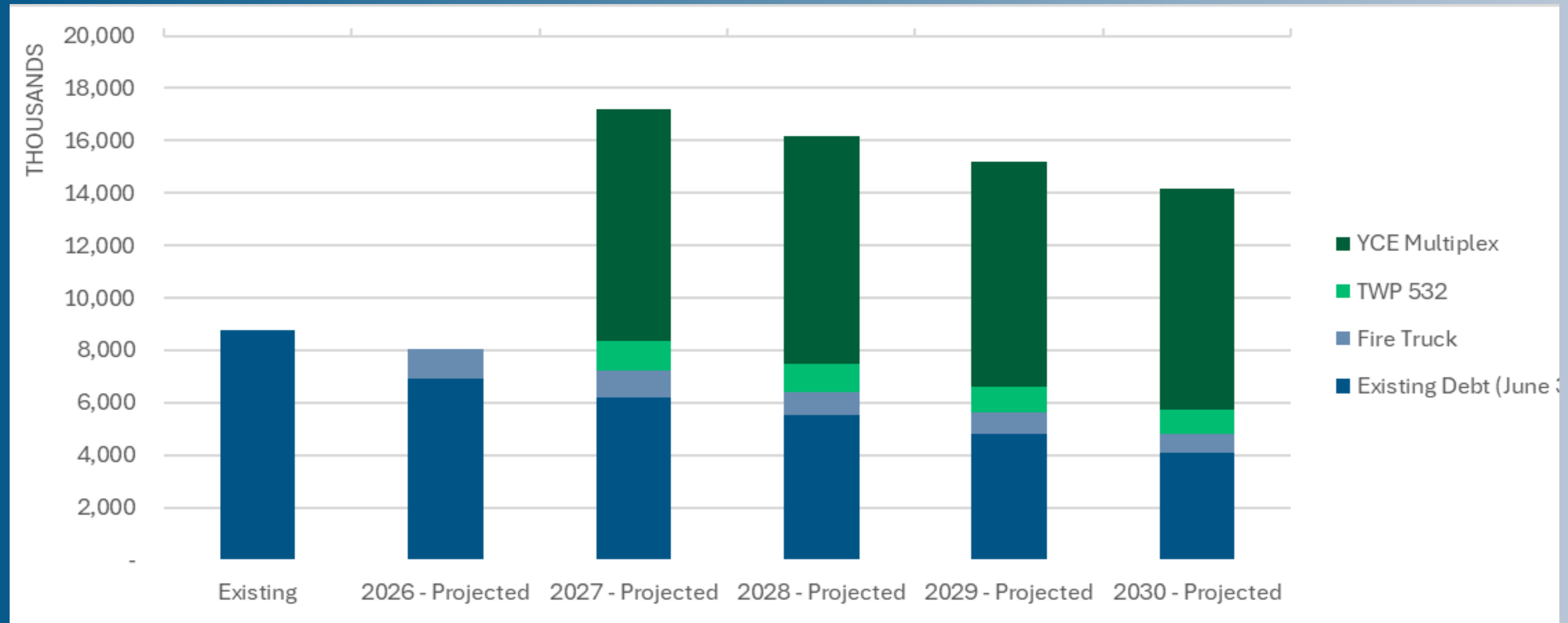


# Debt Limit (Existing & Projected Debt)

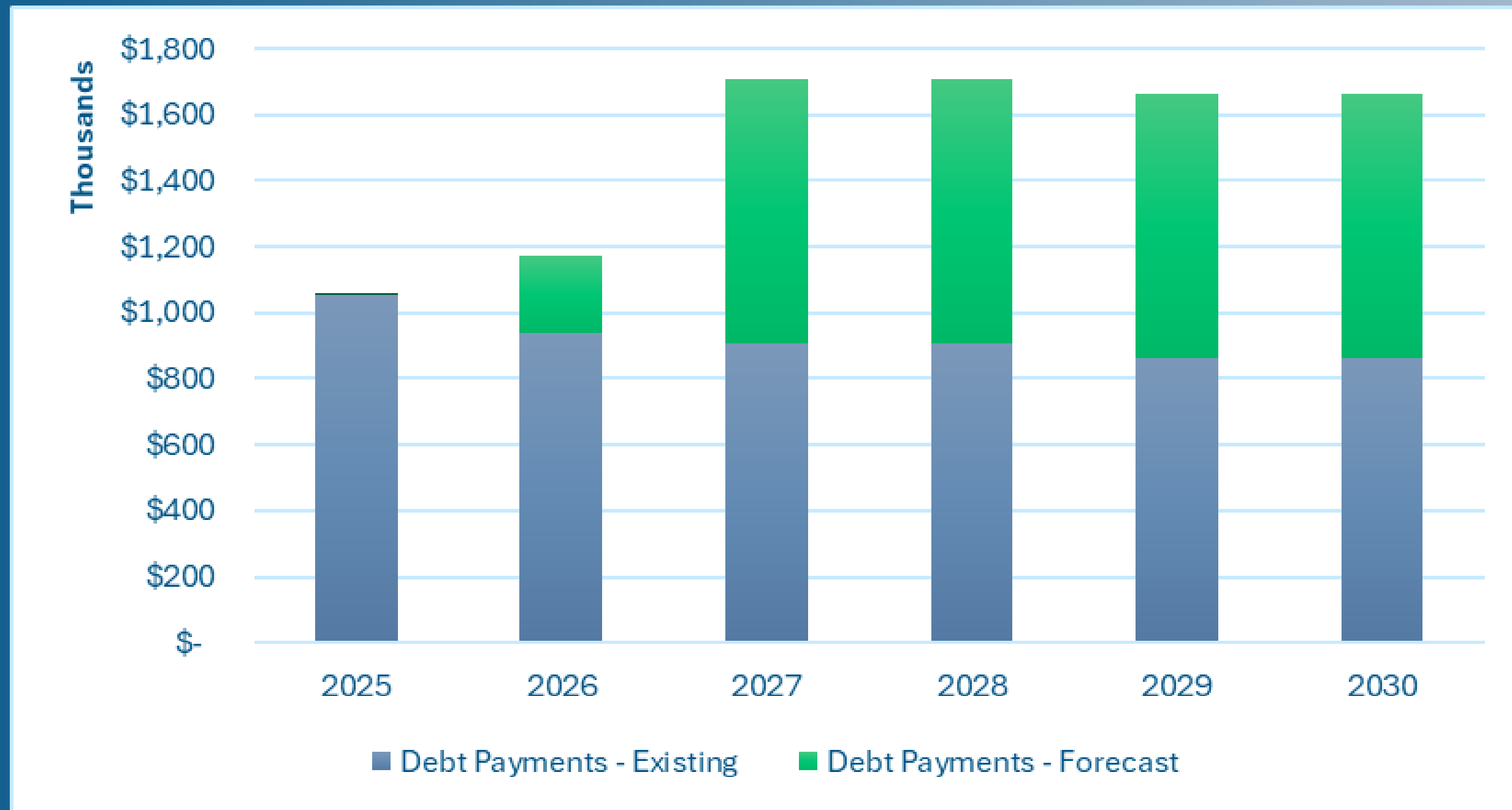




# Existing & Projected Debt



# Debt Payments (Existing and Projected)





# 2026 Budget

Balancing needs of today with the requirements of tomorrow



## Executive Summary

- Proposing a 2.7% tax levy increase
- No increase to taxation user fees
- No increase to utility fee
- Assuming no growth in assessment
- Inflationary impacts in operations
- Maintain existing service levels
- Annual contribution to operating reserves maintained
- Annual contribution to capital reserves maintained
- Operating draw from reserves \$1.5 million to support reasonable tax rate
- \$300,296 increase in operational costs before transfers
- \$52.4 million in capital project costs (\$39 million is YCE Multiplex)
- Amortization (unfunded) excluded for clarity



# Financial Summary





# Operating Revenue

2024 Actual 2025 -2029 Budget



	2024 Actual	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
<b>Revenues</b>							
Municipal Taxes	\$ 13,020,763	\$13,361,207	\$ 14,613,688	\$ 15,008,258	\$ 15,308,423	\$ 15,614,591	\$ 15,926,883
Government Grants in Place of Taxes	236,752.46	-		248,772	253,746	258,822	262,000
Offsite Levies	815,211	-		-	-	-	-
Requisitions	4,471,026	4,470,520	4,919,257	4,919,257	4,919,257	4,919,257	4,919,257
Over (under) levy	3,184	-	11,090	-	-	-	-
Local Improvements	365,105	566,610	315,728	281,045	303,687	301,485	117,139
User fees and sale of goods	7,313,482	6,918,897	6,776,684	7,332,260	7,384,183	7,417,074	7,408,725
Government Transfers for Operating	8,318,042	778,901	1,033,946	9,387,968	9,811,430	10,468,365	11,026,064
Investment Income	1,990,683	178,000	1,265,000	700,000	750,000	750,000	750,000
Penalties and costs on taxes	232,535	173,500	267,501	273,431	278,459	283,588	288,820
Fines	628,049	980,700	731,200	313,700	333,700	343,700	353,700
Permits and licenses	98,496	116,000	118,965	118,165	119,365	123,565	123,700
Franchise and concession contracts	1,061,611	1,010,000	1,143,000	1,331,870	1,363,000	1,404,000	1,445,000
Rentals	277,487	593,629	523,456	153,480	154,159	155,615	157,208
Other local Governments	-	4,800,000	5,743,220	-	-	-	-
Other Local Boards & Agencies	-	1,343,413	1,747,257	-	-	-	-
Gain on disposal of tangible capital assets	53,808	-	-	-	-	-	-
Insurance proceeds	126,874	-	-	-	-	-	-
Other Revenue	42,399	5,000	-	31,000	32,500	32,500	32,500
<b>Total Revenue before Transfers</b>	<b>\$39,055,507</b>	<b>\$35,296,377</b>	<b>\$ 39,209,993</b>	<b>\$ 40,099,206</b>	<b>\$ 41,011,909</b>	<b>\$ 42,072,563</b>	<b>\$ 42,810,997</b>
Transfer from Reserves	999,326	1,003,876	2,146,355	1,477,972	1,391,881	1,185,610	1,221,146
Inter-departmental revenues	1,084,815	1,057,815	1,267,439	1,181,636	1,181,636	1,181,636	1,181,636
<b>Total Revenues</b>	<b>\$41,139,647</b>	<b>\$37,358,068</b>	<b>\$ 42,623,787</b>	<b>\$ 42,758,814</b>	<b>\$ 43,585,426</b>	<b>\$ 44,439,809</b>	<b>\$ 45,213,779</b>

# Operating Expenses

2024 Actual 2025 -2029 Budget



	2024 Actual	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
<b>Expenses</b>							
Salaries, wages and benefits	\$ 10,647,701	\$11,412,825	\$ 12,334,539	\$ 13,215,003	\$ 14,095,786	\$ 14,653,609	\$ 14,986,109
Contracted and general services	9,563,989	10,593,294	11,273,123	11,144,926	10,822,675	10,854,765	11,108,819
Materials and goods	1,525,034	1,821,730	1,928,505	1,798,198	1,835,275	1,828,555	1,821,500
Cost of inventory sold	-	-	35,000	10,000	10,000	10,000	10,000
Utilities	1,618,872	1,547,913	1,594,400	1,639,900	1,657,300	2,081,324	2,081,324
Transfer to local boards and agencies	1,150,575	1,171,375	1,118,762	1,227,686	1,183,554	1,189,739	1,096,048
Transfers to individuals and organizations	-	-	-	-	-	-	-
Transfers to other governments	-	-	-	-	-	-	-
Bank charges	12,068	13,000	13,000	13,200	13,200	13,200	13,200
Interest on long-term debt	332,775	308,528	298,643	266,470	239,507	212,676	173,358
Principal debt payments	916,856	743,278	777,819	683,675	1,255,094	1,278,770	1,268,923
Requisitions	4,471,026	4,470,520	4,919,257	4,919,257	4,919,257	4,919,257	4,919,257
Accretion expense	198,633	-	-	-	-	-	-
Provision for allowances	203,527	50,500	1,105,687	780,716	539,977	299,238	56,500
Disaster	327,998	-	-	-	-	-	-
Loss on disposal of tangible capital assets	3,712	-	-	-	-	-	-
Amortization of tangible capital assets	776,797	-	-	-	-	-	-
<b>Total Expenses before Transfers</b>	<b>\$31,749,565</b>	<b>\$32,132,963</b>	<b>\$ 35,398,735</b>	<b>\$ 35,699,031</b>	<b>\$ 36,571,625</b>	<b>\$ 37,341,133</b>	<b>\$ 37,535,038</b>
Transfer to reserves	13,632,851	4,167,291	5,893,675	5,694,840	5,832,165	5,917,039	6,502,894
Inter-departmental expenses	1,084,815	1,057,814	1,267,438	1,181,636	1,181,636	1,181,636	1,175,846
<b>Total Expenses</b>	<b>\$46,467,231</b>	<b>\$37,358,068</b>	<b>\$ 42,559,848</b>	<b>\$ 42,575,506</b>	<b>\$ 43,585,426</b>	<b>\$ 44,439,809</b>	<b>\$ 45,213,779</b>
<b>Total Operating Surplus/(Deficit)</b>	<b>(\$5,327,584)</b>	<b>\$0</b>	<b>63,939</b>	<b>183,308</b>	<b>-</b>	<b>-</b>	<b>-</b>



# Conditional Operating Grants



		2025 Budget	2026 Budget
General Government	MSI Operating Grant	\$ 143,182	\$ 143,182
	Internship Program Grant	-	60,000
Protective Services			
Policing	Policing Grant	367,312	367,312
Fire	Provincial Grant - FRIAA	-	200,000
	Canada Summer Students Grant/GMF	-	70,000
	Local Fire Service Grants	50,000	50,000
Animal Pound	YHC Cost Share	31,394	39,254
Transportation Services	YHC Cost Share	188,876	156,151
Environmental Landfill	YHC Cost Share	181,988	165,078
FCSS	Provincial Grant - FCSS	236,432	236,432
	Federal Grant - CVITP	6,020	4,190
	YHC Cost Share	146,030	150,939
Planning	YHC Cost Share (IDP)	-	50,000
Economic Development	Provincial Grant - Travel AB	100,000	75,000
	Provincial Grant - NRED	50,000	-
	Provincial Grant - LMP	50,000	-
	Federal Grant - CanExport	22,500	-
Recreation and Culture			
Recreation Admin	YHC Cost Share	79,523	74,534
Leisure Center	YHC Cost Share	808,384	884,164
Community Development	Federal Grant - Heritage Grant	3,500	3,700
Community Development	Provincial Grant - Alberta Day	5,000	5,000
Community Development	YHC Cost Share	203,090	235,101
Culture	YHC Cost Share	107,969	117,931
		<u>\$ 2,781,200</u>	<u>\$ 3,087,968</u>

# Operating Revenue by Fund



	2025 Budget	Taxation Funded by: Property Taxes	Utilities Funded by: Utility Revenue	Lands Funded by: Land Sales	2026 Budget
<b>Revenues</b>					
Municipal Taxes	\$ 14,613,688	\$ 15,008,258	\$ -	\$ -	\$ 15,008,258
Government Grants in Place of Taxes		248,772	-	-	248,772
Offsite Levies		-	-	-	-
Requisitions	4,919,257	4,919,257	-	-	4,919,257
Over (under) levy	11,090	-	-	-	-
Local Improvements	315,728	94,497	186,548	-	281,045
User fees and sale of goods	6,776,684	900,160	6,362,100	70,000	7,332,260
Government Transfers for Operating	1,033,946	9,222,890	165,078	-	9,387,968
Investment Income	1,265,000	700,000	-	-	700,000
Penalties and costs on taxes	267,501	257,431	16,000	-	273,431
Fines	731,200	313,700	-	-	313,700
Permits and licenses	118,965	118,165	-	-	118,165
Franchise and concession contracts	1,143,000	1,331,870	-	-	1,331,870
Rentals	523,456	153,480	-	-	153,480
Other local Governments	5,743,220	-	-	-	-
Other Local Boards & Agencies	1,747,257	-	-	-	-
Gain on disposal of tangible capital assets		-	-	-	-
Insurance proceeds		-	-	-	-
Other Revenue	-	31,000	-	-	31,000
<b>Total Revenue before Transfers</b>	<b>\$ 39,209,993</b>	<b>\$ 33,299,480</b>	<b>\$ 6,729,726</b>	<b>\$ 70,000</b>	<b>\$ 40,099,206</b>
Transfer from Reserves	2,146,355	769,175	508,797	200,000	1,477,972
Inter-departmental revenues	1,267,439	1,154,636	27,000	-	1,181,636
<b>Total Revenues</b>	<b>\$ 42,623,787</b>	<b>\$ 35,223,291</b>	<b>\$ 7,265,523</b>	<b>\$ 270,000</b>	<b>\$ 42,758,814</b>

# Transfer From Reserves



	2025 Budget	Taxation Funded by: Property Taxes	Utilities Funded by: Utility Revenue	Lands Funded by: Land Sales	2026 Budget
<b>Transfer from Reserves</b>					
Operating Reserves					
Transfer from Utilities	\$ 550,120	\$ -	\$ 508,797	\$ -	\$ 508,797
Transfer from Transportation Services	585,000	415,000	-	-	415,000
Transfer from Protective Services	6,000	-	-	-	-
Transfer from General Government	257,196	158,175	-	-	158,175
Transfer from Social Programs & Services	110,297	-	-	-	-
Transfer from Recreation & Parks	191,389	86,000	-	-	86,000
Transfer from Planning & Development	396,352	110,000	-	-	110,000
Transfer from Culture	-	-	-	-	-
Transfer from Land Division	50,000	-	-	200,000	200,000
<b>Total Transfers from Operating Reserves</b>	<b>\$ 2,146,354</b>	<b>\$ 769,175</b>	<b>\$ 508,797</b>	<b>\$ 200,000</b>	<b>\$ 1,477,972</b>
Capital Reserves					
Transfer from Utilities	\$ 3,483,998	\$ -	\$ 750,000	\$ -	\$ 750,000
Transfer from Transportation Services	2,133,855	3,014,789	-	-	3,014,789
Transfer from Protective Services	1,537,775	452,826	-	-	452,826
Transfer from General Government	96,000	2,712,000	-	-	2,712,000
Transfer from Social Programs & Services	430,000	40,000	-	-	40,000
Transfer from Recreation & Parks	1,218,000	635,000	-	-	635,000
Transfer from Planning & Development	-	-	-	-	-
Transfer from Culture	-	-	-	-	-
Transfer from Land Division	-	-	-	-	-
<b>Total Transfers from Capital Reserves</b>	<b>8,899,628</b>	<b>\$ 6,854,615</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ 7,604,615</b>
<b>Total Transfers from Reserves</b>	<b>\$ 11,045,982</b>	<b>\$ 7,623,790</b>	<b>\$ 1,258,797</b>	<b>\$ 200,000</b>	<b>\$ 9,082,587</b>



# Operating Expenses by Fund



	2025 Budget	Taxation Funded by: Property Taxes	Utilities Funded by: Utility Revenue	Lands Funded by: Land Sales	2026 Budget
<b>Expenses</b>					
Salaries, wages and benefits	\$ 12,334,539	\$ 11,831,089	\$ 1,383,914	\$ -	\$ 13,215,003
Contracted and general services	11,273,123	9,169,197	1,721,729	254,000	11,144,926
Materials and goods	1,928,505	1,516,848	281,350	-	1,798,198
Cost of inventory sold	35,000	-	-	10,000	10,000
Utilities	1,594,400	1,270,200	369,700	-	1,639,900
Transfer to local boards and agencies	1,118,762	1,127,686	100,000	-	1,227,686
Transfers to individuals and organizations		-	-	-	-
Transfers to other governments		-	-	-	-
Bank charges	13,000	13,200	-	-	13,200
Interest on long-term debt	298,643	6,112	260,358	-	266,470
Principal debt payments	777,819	61,180	622,496	-	683,675
Requisitions	4,919,257	4,919,257	-	-	4,919,257
Accretion expense	-	-	-	-	-
Provision for allowances	1,105,687	780,216	500	-	780,716
Disaster	-	-	-	-	-
Loss on disposal of tangible capital assets	-	-	-	-	-
Amortization of tangible capital assets	-	-	-	-	-
<b>Total Expenses before Transfers</b>	<b>\$ 35,398,735</b>	<b>\$ 30,694,984</b>	<b>\$ 4,740,046</b>	<b>\$ 264,000</b>	<b>\$ 35,699,031</b>
Transfer to reserves	5,893,675	3,445,288	2,243,552	6,000	5,694,840
Inter-departmental expenses	1,267,438	899,711	281,925	-	1,181,636
<b>Total Expenses</b>	<b>\$ 42,559,848</b>	<b>\$ 35,039,983</b>	<b>\$ 7,265,523</b>	<b>\$ 270,000</b>	<b>\$ 42,575,506</b>
<b>Total Operating Surplus/(Deficit)</b>	<b>63,939</b>	<b>183,308</b>	<b>-</b>	<b>-</b>	<b>183,308</b>

# Transfer to Reserves



	2025 Budget	Taxation Funded by: Property Taxes	Utilities Funded by: Utility Revenue	Lands Funded by: Land Sales	2026 Budget
<b>Transfer to Reserves</b>					
Operating Reserves					
Transfer to Utilities	\$ 162,788	\$ -	\$ 115,382	\$ -	\$ 115,382
Transfer to Transportation Services	168,549	167,584	-	-	167,584
Transfer to Protective Services	149,486	139,565	-	-	139,565
Transfer to General Government	116,303	143,520	-	-	143,520
Transfer to Social Programs & Services	26,566	23,068	-	-	23,068
Transfer to Recreation & Parks	138,662	148,417	-	-	148,417
Transfer to Planning & Development	29,785	19,743	-	-	19,743
Transfer to Culture	20,859	20,135	-	-	20,135
Transfer to Land Division	5,700	-	-	-	-
<b>Total Transfers to Operating Reserves</b>	<b>\$ 818,698</b>	<b>\$ 662,032</b>	<b>\$ 115,382</b>	<b>\$ -</b>	<b>\$ 777,414</b>
Capital Reserves					
Transfer to Utilities	\$ 1,616,559	\$ -	\$ 2,128,170	\$ -	\$ 2,128,170
Transfer to Transportation Services	579,519	1,186,453	-	-	1,186,453
Transfer to Protective Services	358,765	334,963	-	-	334,963
Transfer to General Government	1,789,128	743,969	-	-	743,969
Transfer to Social Programs & Services	156,092	55,365	-	-	55,365
Transfer to Recreation & Parks	314,067	341,801	-	-	341,801
Transfer to Planning & Development	71,486	47,382	-	-	47,382
Transfer to Culture	50,061	73,323	-	-	73,323
Transfer to Land Division	139,300	-	-	6,000	6,000
<b>Total Transfers to Capital Reserves</b>	<b>5,074,977</b>	<b>\$ 2,783,256</b>	<b>\$ 2,128,170</b>	<b>\$ 6,000</b>	<b>\$ 4,917,426</b>
<b>Total Transfers to Reserves</b>	<b>\$ 5,893,675</b>	<b>\$ 3,445,288</b>	<b>\$ 2,243,552</b>	<b>\$ 6,000</b>	<b>\$ 5,694,840</b>

# 2026 Capital Plan

Department	Project	Cost Estimate	Reserve	Reserve Funding	Other Local Govt & Boards	Grants	Debenture
Environmental	WWTP - AEP Regulatory Upgrades - Design	420,000	N/A			420,000	
Environmental	Water - Degas Upgrade - Construction	5,500,000	Environment - Water			2,407,900	3,092,100
Environmental	A6 Sanitary Sewerline Replacement	1,500,000	Environment - Wastewater			656,700	843,300
Environmental	4th Street & 2nd Avenue	435,000	N/A			435,000	
Environmental	Annual Water Valve and Manhole Replacements	75,000	Environmental Water/Wastewater	75,000			
General Government	Building Maintenance	1,029,300	Energy/General Government				
General Government	Signage Maintenance	50,000	General Government	50,000			
Protective Services	Enforcement Computer Replacement (3)	21,050	Protective Services	21,050		-	
Protective Services	Body Worn Cameras	25,000	Protective Services	25,000		-	
Protective Services	Bunker Gear	31,800	Protective Services	31,800			
Protective Services	Fire Hose	36,800	Protective Services	36,800			
Protective Services	Foam AB	2,750	Protective Services	2,750			
Protective Services	Mini Mark Pumps (x2)	6,000	Protective Services	6,000			
Protective Services	Seek Thermal Monitoring of Fire Hall	45,000	Protective Services	45,000			
Protective Services	Seek Fire Pro 30 Thermal Cameras (x6)	11,100	Protective Services	11,100			
Protective Services	Seacan Container - Storage	11,500	Protective Services	11,500			
Recreation and Parks	Westhaven Rink Replacement	231,226	YIA/Eddie's Big Run/Recreation Reserves	60,000	65,613	105,613	
Recreation and Parks	Columbarium - Phase 2 Delivery and Installation	40,000	Cemetery	40,000		-	
Recreation and Parks	Tennis and Pickleball Court Rehabilitation	150,000	RSA	150,000		-	
Recreation and Parks	Trail Replacement and New Lighting - Hillendale to 46 Street	370,000	Parks/RSA	370,000		-	
Recreation and Parks	YCE Multiplex	39,000,000	Major Capital - YCE Multiplex		11,700,000	27,300,000	
Transportation Services	Fleet	512,865					
Transportation Services	51 Street (1st to 2nd Ave) Rehabilitation	1,665,885	Infrastructure & Transportation	665,885		1,000,000	
Transportation Services	54 Street and 2nd Avenue Intersection Upgrades	578,039	Infrastructure & Transportation	578,039		-	
Transportation Services	2nd Avenue Storm Crossing Replacement	675,000	Environment - Storm/RSA	675,000		-	
Total Above the Line		\$ 52,423,315		\$ 4,372,089	\$ 11,790,613	\$ 32,325,213	\$ 3,935,400
Protective Services	Auto Vehicle Locator (AVL) - Patrol Vehicles	6,826	Protective Services	6,826		-	
Protective Services	Patrol Vehicle Replacement	102,000	Fleet	102,000		-	
Protective Services	Capital Improvements - Community Enforcement Building Lease	80,000	Protective Services	80,000		-	
Protective Services	Fire Training Site	150,000	Protective Services	150,000			
General Government	Medical Centre - Roof replacement	316,500	General Government	316,500		-	
General Government	Food Bank Building Envelope	65,400	General Government	65,400		-	
General Government	Kinsmen Ext. Washroom Heater	4,000	General Government	4,000		-	
General Government	Galloway Museum LED Lighting Upgrade	123,700	Energy	123,700		-	
General Government	Soccer Shack - Fix Structural Damage	21,500	General Government	21,500		-	
Transportation Services	Replace Unit V140 (2013 Ford F-250)	120,000	Fleet	120,000		-	
Transportation Services	Replace Unit E112 (2006 GMC Dump Box)	120,000	Fleet	120,000		-	
Transportation Services	Airport Terminal Repairs - Design & Construction	25,000	General Government	12,500	12,500	-	
Transportation Services	Library Expanation - Off Street Parking	500,000	Infrastructure & Transportation	500,000		-	
Transportation Services	TWP RD 532 - Increased Budget	727,201	N/A			-	727,201
Recreation and Parks	RCMP Centennial Park Pavillion	110,000	TBD	55,000		55,000	
Recreation and Parks	Vision Park Hangar - Rehab or Demo?	200,000	General Government	200,000		-	
As at September 9, 2025	Total Below the Line	\$ 2,672,127		\$ 1,877,426	\$ 12,500	\$ 55,000	\$ 727,201





## 2026 Capital Plan – Building Maintenance Detailed



Department	Project	Cost Estimate	Reserve	Reserve Funding
General Government	Airport Building Envelope/Roof	126,000	General Government	126,000
General Government	Civic Centre HVAC & Ventilation Repair	365,000	Energy	365,000
General Government	Civic Centre Roof Replacement	27,500	General Government	27,500
General Government	Fire Hall Building Envelope	85,600	Energy	85,600
General Government	Food Bank Electrical Upgrade	16,700	General Government	16,700
General Government	Kinsmen Joint Seal	4,100	General Government	4,100
General Government	Kinsmen Roof Replacement	20,000	General Government	20,000
General Government	Galloway Museum Fire Alarm Upgrade	30,000	General Government	30,000
General Government	Galloway Museum Water Heater	4,800	Energy	4,800
General Government	Public Works - Mechanical, HVAC and Electrical Distribution	228,500	General Government	228,500
General Government	Schram House Demolition	40,000	General Government	40,000
General Government	Medical Centre - Electrical Distribution Replacement	73,000	Energy	73,000
General Government	Medical Centre - Emergency Lighting	8,100	General Government	8,100
General Government	Building Maintenance	1,029,300	Energy/General Government	



## 2026 Capital Plan – Fleet Detailed

Department	Project	Cost Estimate	Reserve	Reserve Funding	Other Local Govt & Boards
Transportation Services	Buyout Dodge Durango Lease (V161)	18,865	Fleet	\$ 18,865	
Transportation Services	Replace Unit E160 (2018 Tandem Dump Truck)	78,000	Fleet	78,000	
Transportation Services	Replace Unit E161 (2019 Tandem Dump Truck)	78,000	Fleet	78,000	
Transportation Services	Replace Unit E173 (2019 Tandem Dump Truck)	78,000	Fleet	78,000	
Transportation Services	Replace Unit V126 (2009 Ford F-150)	75,000	Fleet	75,000	
Transportation Services	Replace Unit V127 (2009 Ford F-150)	75,000	Fleet	75,000	
Transportation Services	Replace Unit V161 (2020 Dodge Durango)	60,000	Fleet	60,000	
Transportation Services	Komatsu Loader Broom - Airport	50,000	Fleet	25,000	25,000



# 5 - Year Capital Plan

Asset Category Summary	2026	2027	2028	2029	2030	5-YR TOTAL
ENGINEERING STRUCTURE	\$11,038,924	\$12,216,011	\$11,690,000	\$11,320,900	\$8,669,000	\$54,934,835
BUILDINGS	\$40,317,026	\$17,399,700	\$1,773,700	\$1,803,220	\$2,288,935	\$63,582,581
VEHICLE, MACHINERY & EQUIPMENT	\$647,365	\$1,167,600	\$1,403,500	\$2,984,000	\$4,626,500	\$10,828,965
LAND & IMPROVEMENTS	\$420,000	\$575,000	\$656,200	\$175,000	\$150,000	\$1,976,200
<b>TOTAL</b>	<b>\$52,423,315</b>	<b>\$31,358,311</b>	<b>\$15,523,400</b>	<b>\$16,283,120</b>	<b>\$15,734,435</b>	<b>\$131,322,581</b>
<b>Funding Source</b>						
YCE Multi plex	\$39,000,000	\$14,000,000	\$0	\$0	\$0	\$53,000,000
LGFF Major Grant	\$855,000	\$1,312,711	\$1,312,711	\$1,312,711	\$1,312,711	\$6,105,844
CCBF	\$1,000,000	\$594,684	\$594,684	\$594,684	\$594,684	\$3,378,736
AMWWP	\$3,064,600					\$3,064,600
Projects grant dependent		\$75,000	\$3,500,000			\$3,575,000
Reserve - Fleet	\$487,865	\$500,000	\$500,000	\$500,000	\$500,000	\$2,487,865
Reserves	\$3,884,224	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$11,884,224
other grants	\$196,226					\$196,226
Debenture	\$3,935,400					\$3,935,400
Estimated Available funds	\$52,423,315	\$18,482,395	\$7,907,395	\$4,407,395	\$4,407,395	\$87,627,895
Deficit - Gap to be eliminated, grant funded or supported by other revenue sources	\$0	\$12,875,916	\$7,616,005	\$11,875,725	\$11,327,040	\$43,694,686



# Capital Highlights



- Capital projects original requests totalled \$57,935,542.
- The list did not include the 2025 Capital projects carried forward into 2026.
- The projects were evaluated and reduced to \$52,423,315 of funded Capital projects.
- The remaining projects have been deferred to future years.





# Departments at-a-Glance





# General Government



Revenues	2024 Actual	2025 Budget	2026 Budget
00 - Levies & Revenue	\$ 26,233,438	\$ 28,084,938	\$ 28,902,770
11 - Council		6,000	-
12 - Finance	501,806	231,735	88,425
13 - Executive Office	-	100,000	90,000
14 - Human Resources		134,696	60,000
15 - Communication	-	-	-
16 - Information Technology	16,750	16,500	37,485
17 -Corporate Services	-	28,075	47,301
18 - Building Maintenance	35,800	35,800	114,001
81 - Requisitions	3,184	-	-
	<b>\$ 26,790,978</b>	<b>\$ 28,637,744</b>	<b>\$ 29,339,982</b>
<b>Expenses</b>			
00 - Levies & Revenue	\$ 2,769,553	\$ 1,334,641	\$ 1,128,216
11 - Council	356,386	520,211	575,356
12 - Finance	1,932,472	1,462,754	1,563,215
13 - Executive Office	780,525	996,234	1,011,885
14 - Human Resources	437,758	578,626	850,140
15 - Communication	264,400	369,118	375,910
16 - Information Technology	363,240	576,492	674,713
17 - Corporate Services	-	48,900	59,083
18 - Building Maintenance	686,226	704,531	1,072,068
81 - Requisitions	4,471,026	4,919,257	4,919,257
	<b>\$ 12,061,586</b>	<b>\$ 11,510,764</b>	<b>\$ 12,229,843</b>
<b>Surplus/(Deficit)</b>	<b>\$ 14,729,392</b>	<b>\$ 17,126,980</b>	<b>\$ 17,110,139</b>



# Protective Services



Revenues	2024 Actual	2025 Budget	2026 Budget
21 - Policing	\$ 965,921	\$ 1,067,312	\$ 574,812
23 - Fire	281,497	111,000	449,500
24 - Disaster	812,627	-	-
26 - Community Enforcement	50,680	53,200	134,400
27 - Animal Pound	30,086	33,394	41,254
	<b>\$ 2,140,811</b>	<b>\$ 1,264,906</b>	<b>\$ 1,199,966</b>
Expenses			
21 - Policing	\$ 4,038,173	\$ 4,139,003	\$ 4,145,045
23 - Fire	1,959,896	904,416	897,955
24 - Disaster	401,777	91,082	110,428
25 - 911 Center	97,371	217,650	218,628
26 - Community Enforcement	364,782	544,378	573,674
27 - Animal Pound	63,599	70,271	86,294
<b>Total Expenses</b>	<b>\$ 6,925,598</b>	<b>\$ 5,966,800</b>	<b>\$ 6,032,024</b>
<b>Surplus/(Deficit)</b>	<b>\$ (4,784,787)</b>	<b>\$ (4,701,894)</b>	<b>\$ (4,832,058)</b>

# Transportation Services



Revenues	2024 Actual		2025 Budget		2026 Budget	
31 - Public Works	\$	749,437	\$	843,350	\$	937,590
32 - Roads		1,407,149		786,692		395,297
33 - Airport		269,127		291,999		259,981
35 - Engineering	-	59,660		85,000		215,000
	\$	<b>2,366,053</b>	\$	<b>2,007,041</b>	\$	<b>1,807,868</b>
<b>Expenses</b>						
31 - Public Works	\$	3,761,023	\$	2,317,264	\$	2,722,601
32 - Roads		5,407,497		3,834,748		3,679,069
33 - Airport		415,482		521,859		544,656
35 - Engineering		533,552		915,461		917,078
	\$	<b>10,117,554</b>	\$	<b>7,589,332</b>	\$	<b>7,863,404</b>
<b>Surplus/(Deficit)</b>	\$	<b>(7,751,501)</b>	\$	<b>(5,582,291)</b>	\$	<b>(6,055,536)</b>

# Social Programs & Services



Revenues	2024 Actual	2025 Budget	2026 Budget
51 - FCSS	\$ 363,007	\$ 389,082	\$ 392,161
53 - Public Health	158,441	174,722	19,001
56 - Cemetery	39,215	31,500	33,700
76 - Community Development	222,444	271,590	311,411
	<b>\$ 783,107</b>	<b>\$ 866,894</b>	<b>\$ 756,273</b>
Expenses			
51 - FCSS	\$ 462,350	\$ 605,399	\$ 614,059
53 - Public Health	132,468	174,722	80,808
56 - Cemetery	136,784	145,530	117,304
62 - Public Transportation	76,000	76,000	135,625
76 - Community Development	534,414	740,342	807,366
	<b>\$ 1,342,016</b>	<b>\$ 1,741,993</b>	<b>\$ 1,755,162</b>
Surplus/(Deficit)	<b>\$ (558,909)</b>	<b>\$ (875,099)</b>	<b>\$ (998,889)</b>



# Recreation, Parks & Culture



Revenues	2024 Actual	2025 Budget	2026 Budget
71 - Community Services Admin	\$ 204,895	\$ 156,983	\$ 134,534
72 - Parks	176,612	116,500	10,000
73 - Griffiths Park	51,180	64,304	65,560
74 - Leisure Centre	1,180,019	1,376,646	1,400,812
78 - Culture	134,823	107,969	142,931
	<b>\$ 1,747,529</b>	<b>\$ 1,822,402</b>	<b>\$ 1,753,837</b>
<b>Expenses</b>			
71 - Community Services Admin	\$ 1,398,752	\$ 254,848	\$ 228,054
72 - Parks	1,651,774	1,632,123	1,748,960
73 - Griffiths Park	76,623	67,060	78,164
74 - Leisure Centre	3,100,996	3,035,724	3,273,291
78 - Culture	1,028,086	821,939	932,264
	<b>\$ 7,256,231</b>	<b>\$ 5,811,694</b>	<b>\$ 6,260,733</b>
<b>Surplus/(Deficit)</b>	<b>\$ (5,508,702)</b>	<b>\$ (3,989,292)</b>	<b>\$ (4,506,896)</b>

# Planning & Economic Development



Revenues	2024 Actual	2025 Budget	2026 Budget
61 - Planning	\$ 147,142	\$ 415,452	\$ 174,900
63 - Economic Development	272,265	376,965	190,465
	419,407	792,417	365,365
Expenses			
61 - Planning	868,805	730,168	456,848
63 - Economic Development	460,907	412,199	405,970
	1,329,712	1,142,367	862,818
Surplus/(Deficit)	\$ (910,305)	\$ (349,950)	\$ (497,453)

# Environmental Services



Revenues	2024 Actual	2025 Budget	2026 Budget
41 - Water	\$ 2,563,421	\$ 2,399,817	\$ 2,511,847
42 - Sewer	2,878,665	2,805,093	3,088,001
43 - Waste Collection	514,994	550,500	548,902
44 - Landfill	507,992	849,968	791,078
45 - Recycling	426,690	352,000	325,695
	<b>\$ 6,891,762</b>	<b>\$ 6,957,378</b>	<b>\$ 7,265,523</b>
Expenses			
41 - Water	\$ 2,574,245	\$ 2,309,817	\$ 2,511,847
42 - Sewer	3,160,939	2,985,093	3,088,001
43 - Waste Collection	597,142	550,500	548,902
44 - Landfill	726,233	759,968	791,078
45 - Recycling	422,161	352,000	325,695
	<b>\$ 7,480,720</b>	<b>\$ 6,957,378</b>	<b>\$ 7,265,523</b>
<b>Surplus/(Deficit)</b>	<b>\$ (588,958)</b>	<b>\$ -</b>	<b>\$ -</b>



# Subdivision Land



Revenues	2024 Actual	2025 Budget	2026 Budget
66 - Lands & Subdivision	\$ -	\$ 275,000	\$ 270,000
Expenses			
66 - Lands & Subdivision	-	275,000	270,000
Surplus/(Deficit)	\$ -	\$ -	\$ -

# Closed Session



## Motion:

- That the meeting move into a Closed Session pursuant to the *Access to Information Act s.20*  
(*Disclosure harmful to personal privacy*)

# Budget Impact & Summary





# Residential Municipal Tax Impact



Based on 2.7% municipal tax levy increase  
Assumes no change in assessed market value, education or requisition taxes.



Residential	Property Value			Mill Rate	
	\$250,000	\$350,000	\$450,000		
2025	\$1,728	\$2,419	\$3,110	6.9121	Municipal
	677	948	1,219	2.7092	Education
	140	196	252	0.5603	Evergreens Foundation
	\$2,545	\$3,564	\$4,582	10.1816	Total
2026	\$1,775	\$2,485	\$3,194	7.0987	Municipal
	677	948	1,219	2.7092	Education
	140	196	252	0.5603	Evergreens Foundation
	\$2,592	\$3,629	\$4,666	10.36823	Total

\$4



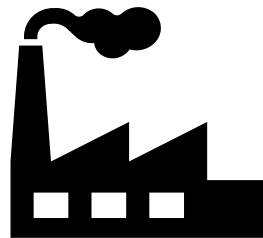
\$5

\$7 increase per month

# Non-Residential Municipal Tax Impact



Based on 2.7% municipal tax levy increase  
Assumes no change in assessed market value, education or requisition taxes.

					
	Property Value				
Non-residential	\$500,000	\$1,500,000	\$2,000,000		
	Mill Rate				
2025	\$7,969	\$23,906	\$31,874	15.937	Municipal
	1,837	5,510	7,347	3.6736	Education
	280	840	1,121	0.5603	Evergreens Foundation
	\$10,085	\$30,256	\$40,342	20.1709	Total
2026	\$8,184	\$24,551	\$32,735	16.3673	Municipal
	1,837	5,510	7,347	3.6736	Education
	280	840	1,121	0.5603	Evergreens Foundation
	\$10,301	\$30,902	\$41,202	20.6012	Total
	\$18	\$54	\$72	increase per month	

# Summary and Next Steps



The draft budget includes a municipal tax levy increase of 2.7%, assumes no growth in assessment, no increase to taxation user fees or utility user fees.

## Next Steps:

1. That Council accept the Proposed Draft Budget as information.
2. Administration will present a budget overview to the incoming Council tentatively October 27, 2025.
3. November 18, the Proposed Draft Budget will be presented for consideration, approval or further changes.





THANK YOU  
FOR YOUR ATTENTION

QUESTIONS?

