

2027 BUDGET DELIBERATIONS

Special Council Meeting

November 16, 2026

Agenda

- CAO Message
- Introduction to the 2027 Budget
- Property Assessment & Taxation
- Staffing & Compensation
- Division Budget Presentations:
  - Protective Services
  - Community Services
  - Infrastructure Services
  - Corporate Services
  - Office of the CAO
- Utilities
- Reserves
- Wrap Up

CAO MESSAGE

- Updates since October 26th
- Utility Rates & Service Commissions
- Financial Targets & KPIs
- Goals for Today

Since October…

- Provincial Education Tax



Alberta reducing education property taxes in 2027 after previous hikes

By Lisa Johnson • The Canadian Press

Posted October 30, 2026 3:32 pm · Updated October 30, 2026 5:41 pm · **4 min read**

- Cost of Living (COLA) Project Paper

COLA %	Taxes	Utilities	Total
1%	96,903	11,685	108,588
1.5%	136,528	17,512	154,040
2%	176,142	23,315	199,457
2.5%	215,724	29,118	244,842
2.82%	241,048	32,832	273,880

UTILITY RATES

- **Wastewater Commission (?)**
  - 2026 = $2.81/cm
  - 2027 = …

- **Water Commission (10.5% Increase)**
  - 2026 Rate = $2.53/cm
  - 2027 Rate = $2.80/cm

- **Solid Waste Commission (11% Increase)**
  - 2026 = $6.73
  - 2027 = $7.48

COMMISSIONS & CAPITAL ASSETS

- **Wastewater Commission**
  - ~$250 million in assets for fewer than 30,000 people
  - AUC undertakings against the City of Red Deer
  - Olds is responsible for the largest share of capital costs (~30%)

- **Water Commission**
  - Asset Management process in early stages
  - Projecting $140 million in capital expenditures over 10 years
  - Rate impacts would be significant

- **Solid Waste Commission**
  - First rate increase since 2022, owing to landfill capacity planning, higher operating costs, and long-term capital requirements.

Targets & KPIs

- **Revenue Growth**
  - $1 million in additional operating revenue available by 2030
- **Cost Control**
  - Maintain service delivery with no more than a 2% annual increase in operating expenses (excl. inflation or service expansion)
- **Tax Rate Benchmarking**
  - Effective Tax Rate within the 45th – 55th percentile of peers
- **Debt Management**
  - 30% debt utilization by 2031
- **Reserve Contributions**
  - Begin net contributions to reserves in 2027
- **Facility Cost Recovery**
  - 30% cost recovery from user fees by 2027

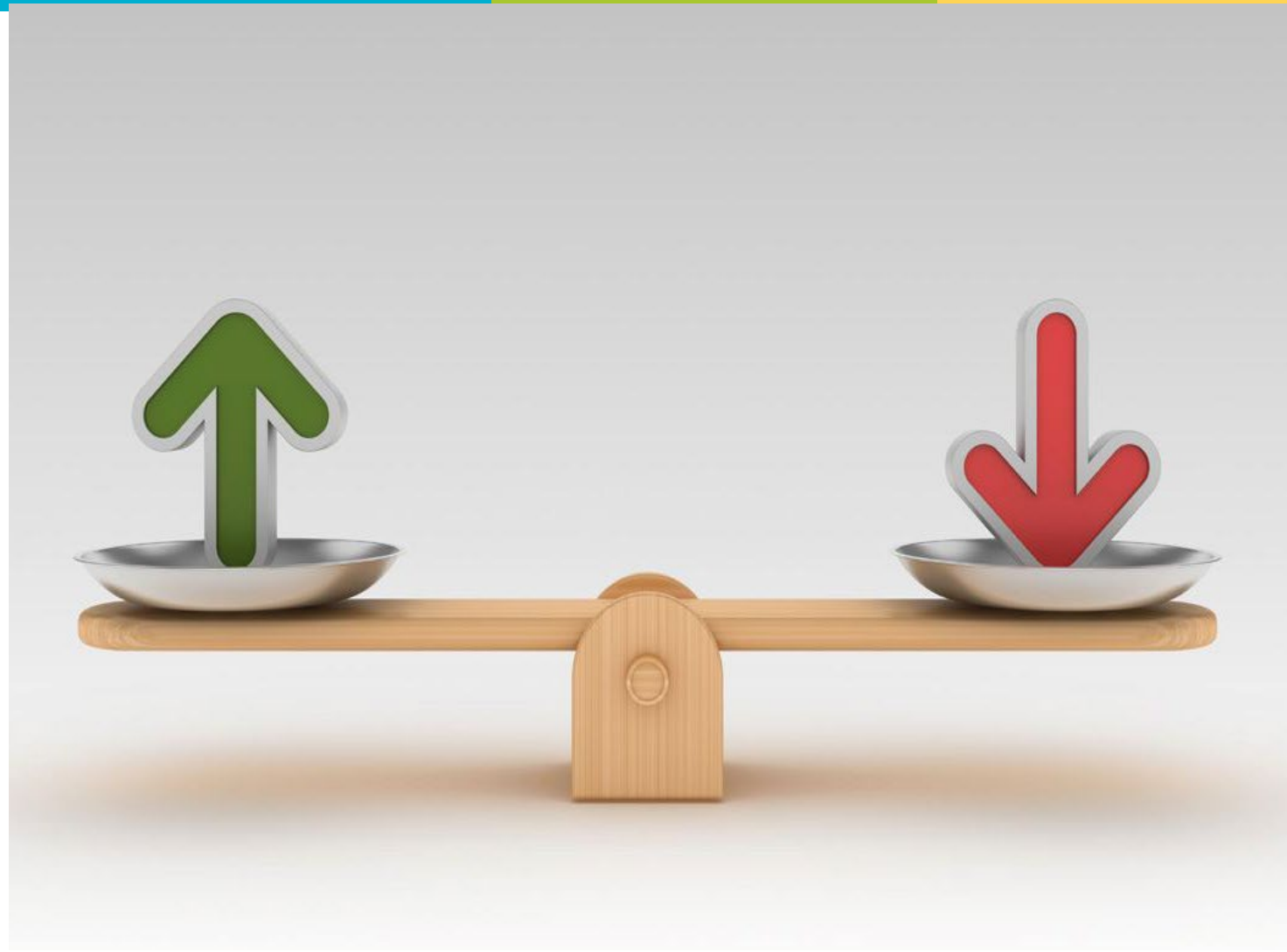
And…

- **Water Loss**
  - 15% by 2030
- **Inflow & Infiltration**
  - 20% by 2030
- **Road Condition**
  - Overall Condition of 68 within 10 years
- **New Housing**
  - 640 new units by 2030
- **Assessment Growth**
  - $2.5 billion by 2031 & Reach 70/30 ‘Split’

Goals for Today

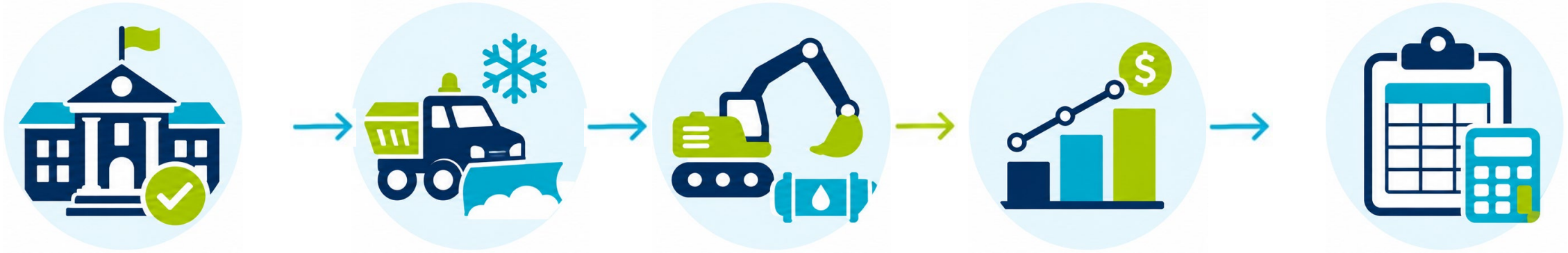
- These numbers are a working draft. Expect them to change
- We want to hear from each of you, and from Council as a whole
- We need clear direction today to finish the budget
- Tell us the tax and utility increase you can support (if any)
- We'll work to fit the next budget draft to what we are told today

Introduction to the 2027 Budget



Investing in Our Community

Connecting strategic priorities to service delivery and investment



Council Priorities

2026–2030 Strategic Plan

Service Levels

Services residents receive

Operating & Capital Budgets

Service delivery and assets

Cost Pressures

Inflation and growth

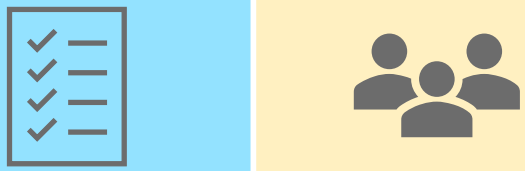
Proposed 2027 Budget

Revenue and taxation

Annual Budget Process Overview

WE ARE HERE





Department Planning & Business Case Development

Leadership Team Review & Prioritization



Draft Budget Compilation



Council Review & Deliberation



Proposed Final Approval & Implementation

The Story Behind The Numbers










1928
KEMP. BLOCK
Different Strokes
SALE
Jensen's Men's Wear
Gotcha! JEANS
50 ST
COLLEGE WAY
DAVEY
1926
Home Theatre
Audio
Video
Satellite TV
FOR ALL OF CANADA
YAMAHA PHILIPS SONY


JUST
J
JACKS
T & BAR
ual Dining
y Menu
vailable
cated Onsite
ite on the Ground Floor
GROUCHY DADDY'S




All-Star
GRIZZLY
VANS

Council & Administration



MUNICIPAL LEVELS OF SERVICE

Balancing community needs, resources and results



COMMUNITY NEEDS

Safe roads, reliable water and welcoming parks



SERVICE LEVELS

Quality, frequency and response times



RESOURCES & COST

People, equipment and funding



PERFORMANCE

Measure, report and improve

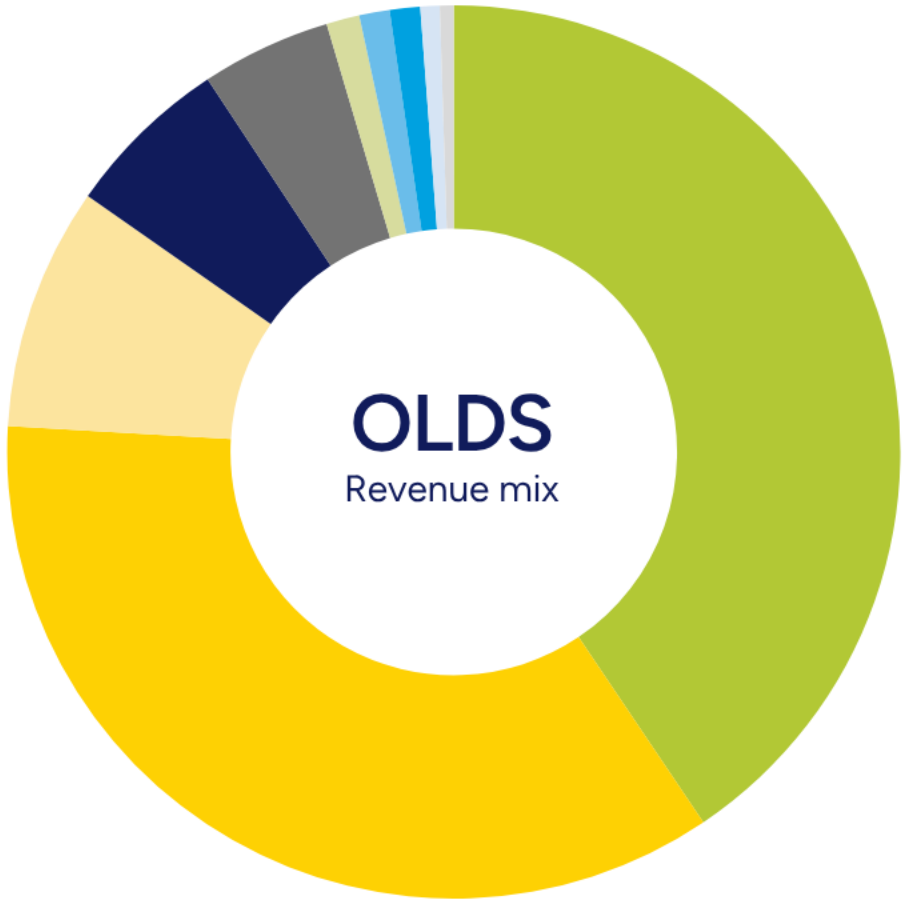
Council sets service levels. Administration delivers and reports

2027 Operating Budget
Summary – Tax

	2026 Budget	2027 Budget	Variance
Total Revenue by Division			
Office of the CAO	$1,179,592	**$1,015,256**	($164,336)
Corporate Services	22,847,656	**23,797,897**	950,241
Community Services	3,064,078	**2,776,713**	(287,365)
Protective Services	1,284,991	**1,279,452**	(5,538)
Infrastructure Services	843,500	**961,675**	118,175
TOTAL	**29,219,817**	**29,830,994**	**611,177**
Total Revenue by Division			
Office of the CAO	2,533,236	**2,374,987**	(158,249)
Corporate Services	10,812,444	**11,639,434**	826,990
Community Services	7,007,086	**6,962,390**	(44,696)
Protective Services	4,568,681	**4,686,582**	117,901
Infrastructure Services	4,298,369	**4,977,800**	679,431
TOTAL	**29,219,817**	**30,641,194**	**1,421,376**
Surplus(Deficit) by Division			
Office of the CAO	(1,353,644)	**(1,359,731)**	(6,087)
Corporate Services	12,035,212	**12,158,463**	123,251
Community Services	(3,943,008)	**(4,185,677)**	(242,669)
Protective Services	(3,283,691)	**(3,407,130)**	(123,439)
Infrastructure Services	(3,454,869)	**(4,016,125)**	(561,256)
TOTAL SURPLUS (DEFICIT)	**$0**	**($810,200)**	**($810,200)**

Olds Revenue Sources

SHARE OF TOTAL REVENUE

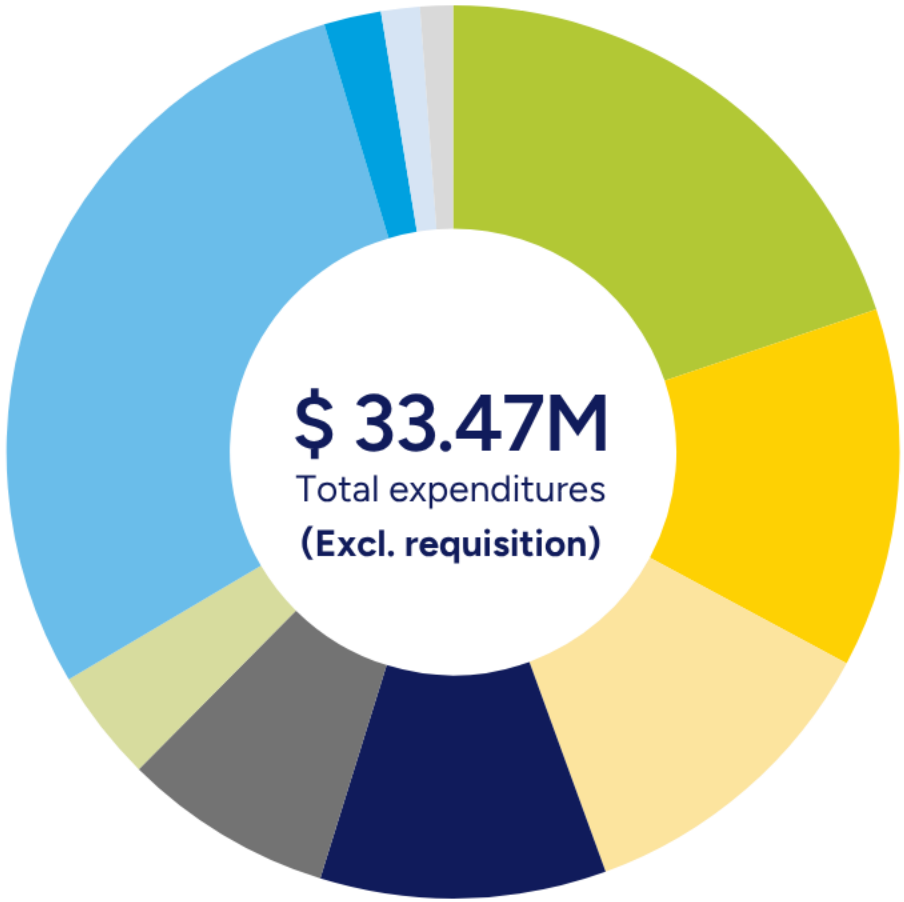


Property Taxes	40.6%
Sales and User Fees	35.4%
Franchise Fees	8.8%
Government Transfers for Operating	6.0%
Transfer from Reserves & Other	4.7%
License and Permits	1.2%
Other Revenue	1.1%
Sales to Other Governments	1.1%
Penalties, Costs and Fines	0.7%
Investment Income	0.5%

Percentages as provided: total is 100.1% due to rounding.

Olds Expenditures by Service

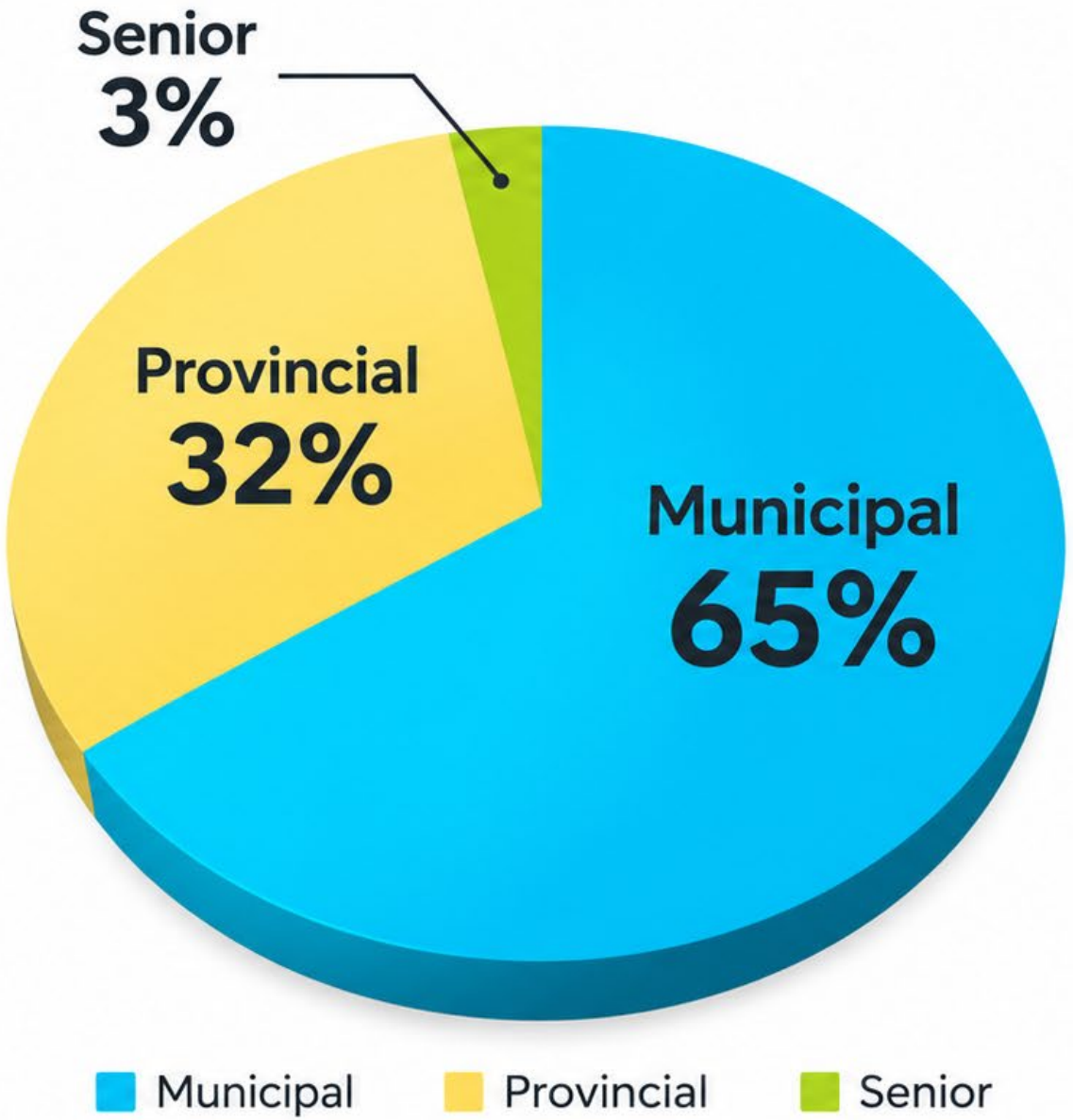
DISTRIBUTION OF MUNICIPAL EXPENDITURES



SERVICE	AMOUNT	SHARE
Water & Wastewater	$8,966,048	**26.8%**
General Government & Administration	$5,876,414	**17.6%**
Parks & Recreation	$5,239,824	**15.7%**
Protective Services	$4,686,582	**14.0%**
Planning & Economic	$3,456,736	**10.3%**
Development	$1,841,217	**5.5%**
Community Services	$1,299,052	**3.9%**
Solid Waste	$932,504	**2.8%**
Facilities	$647,803	**1.9%**
Council	$520,948	**1.6%**

Percentages as provided: total is 100.1% due to rounding. Segment sizes reflect dollar amounts

Property Tax Bill Breakdown



How Each Tax Dollar is Spent

MUNICIPAL SERVICES



Council
$0.02

Facilities
$0.03

Community Services
$0.06

Planning & Economic Development
$0.08

Public Works
$0.15

General Government & Administration
$0.24

Parks & Recreation
$0.22

Protective Services
$0.20

Proposed 2027 Revenue Requirement

Maintaining service levels while addressing 2027 budget pressures

$810,200

Additional revenue required

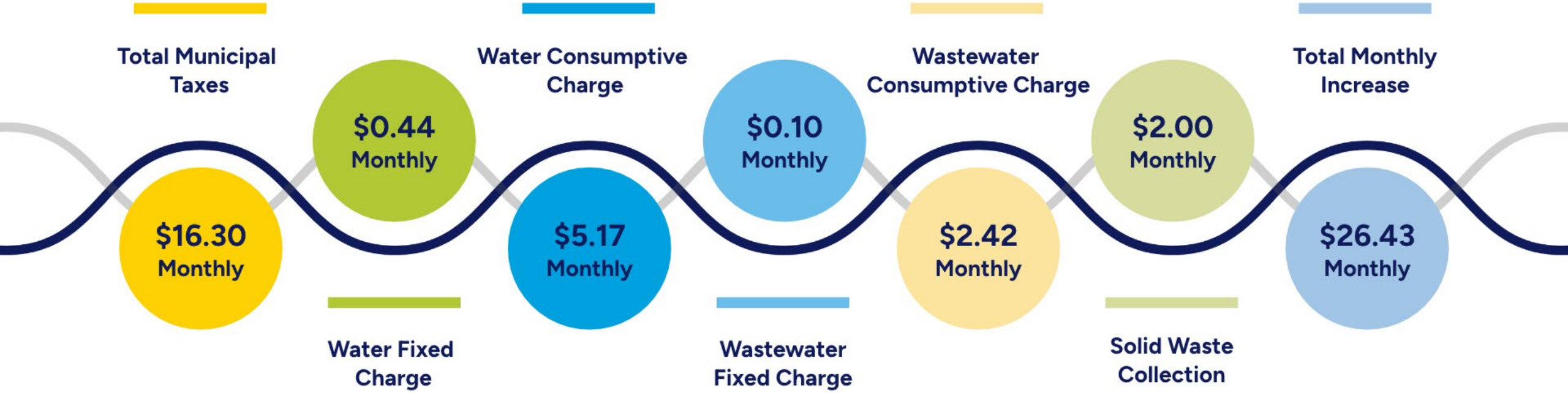
6.23%

Proposed tax increase

Budget component	Expenses	General revenue	Taxation	Total revenue	Difference	Tax
Approved 2026 budget	**$32,499,666**	**($19,505,195)**	**($12,994,471)**	**($32,499,666)**	**$0**	**0%**
2027 base: maintain 2026 service levels	$32,499,666	($19,505,195)	($12,994,471)	($32,499,666)	$0	
Net decrease in general revenue		$49,889		$49,889	$49,889	
Assessment growth and inflation only			($299,658)	($299,658)	($299,658)	
Inflation at 2.1%	$178,075				$178,075	
Expenditures above 2.1%	$476,934				$476,934	
Special projects	$359,130				$359,130	
Non-controllable expenses	$45,830				$45,830	
Proposed 2027 budget	**$33,559,635**	**($19,455,306)**	**($13,294,129)**	**($32,749,435)**	**$810,200**	**6.23%**

Parentheses indicate revenue or a reduction in the requirement

Total Bill Impact



Notes:

1. Municipal taxes based on average assessment of $453,700
2. Water and wastewater consumption based on an average usage of 11m^3/month

Questions?

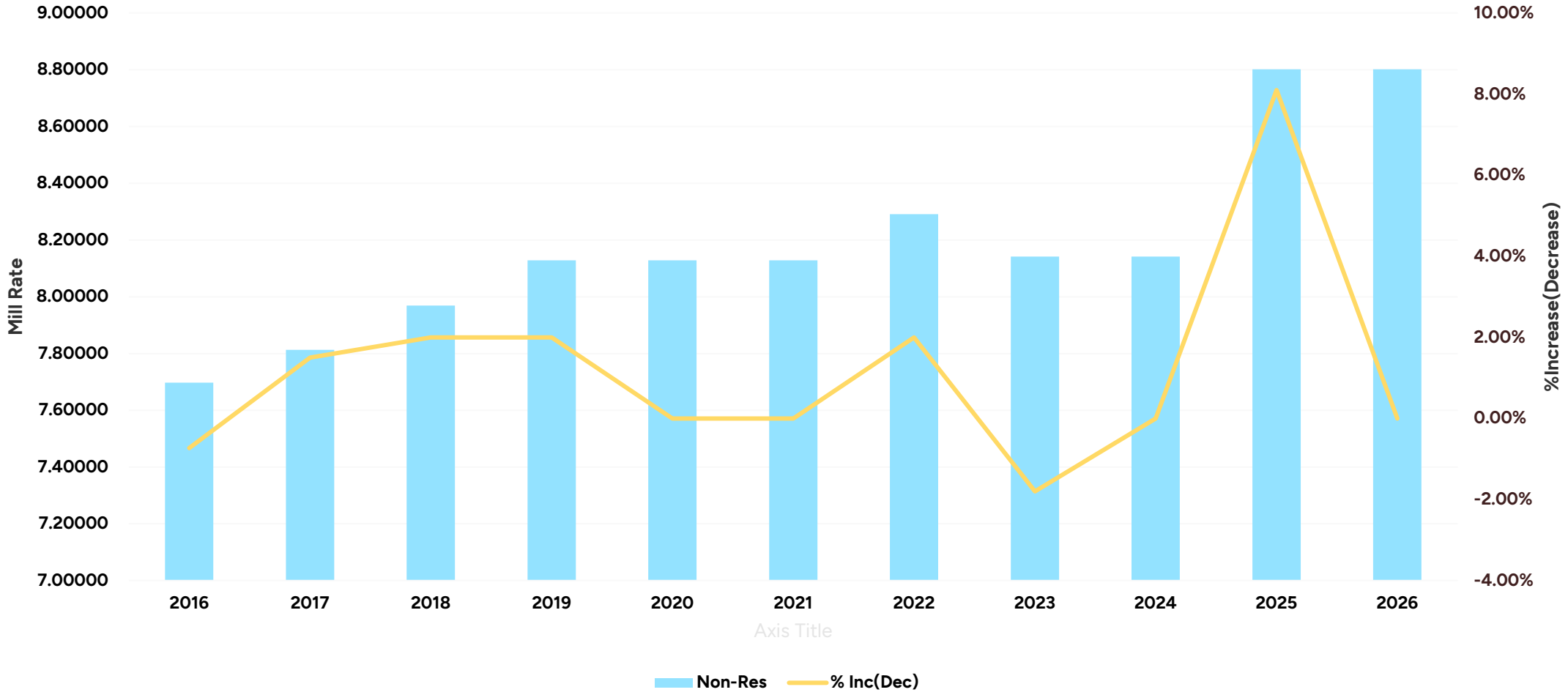
Property Assessment and Taxation



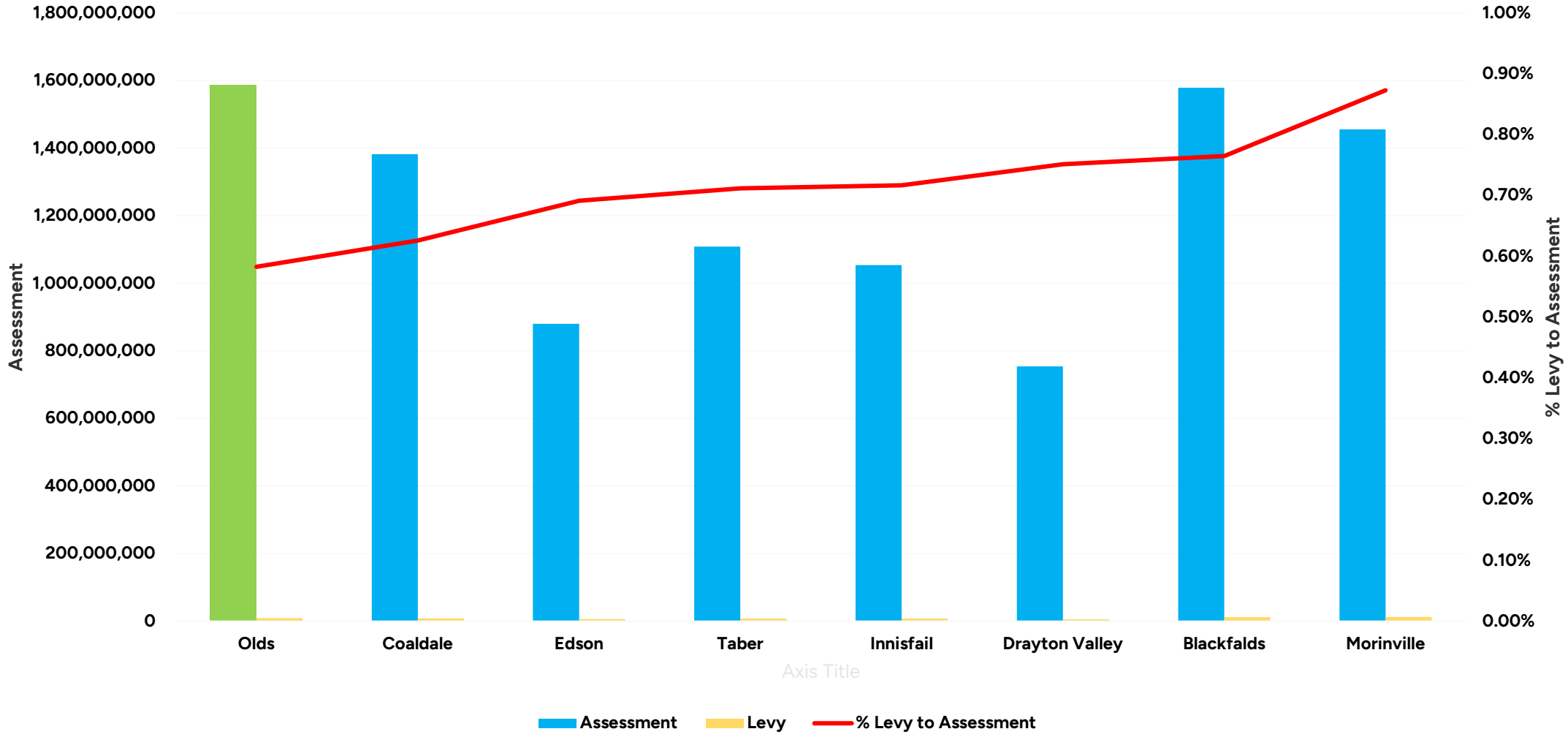
HISTORICAL RESIDENTIAL PROPERTY TAX RATES



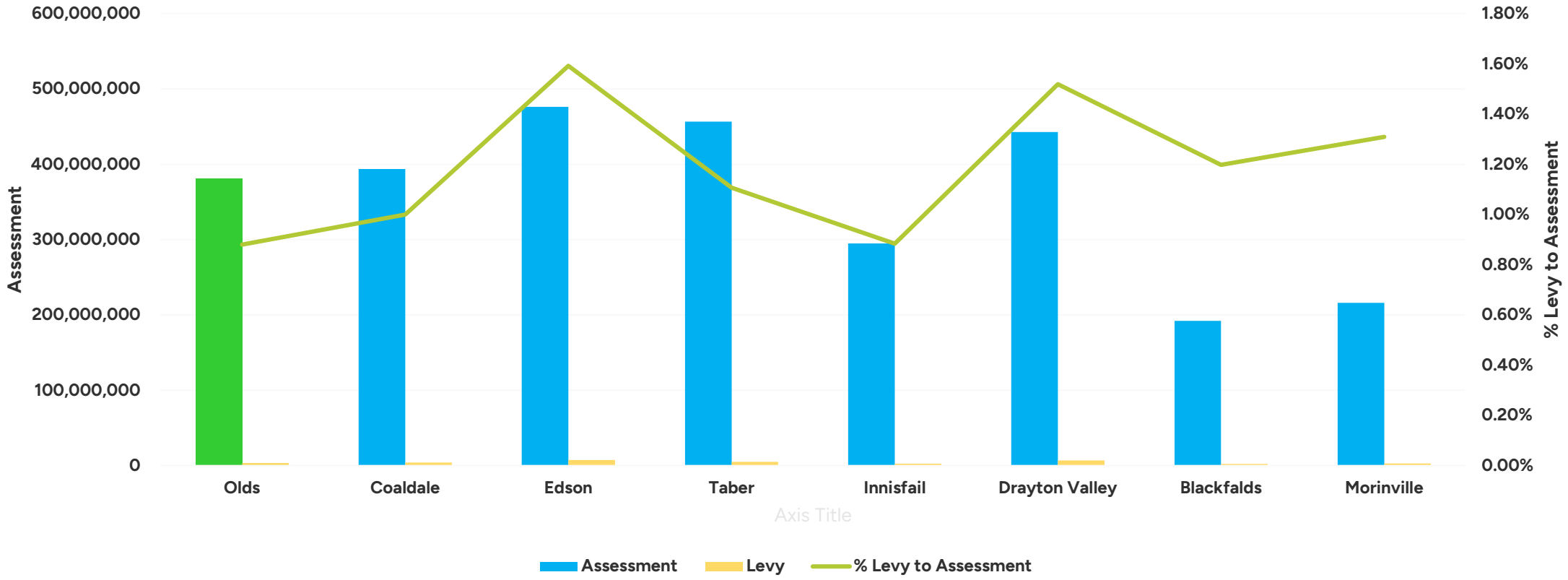
HISTORICAL NON-RESIDENTIAL PROPERTY TAX RATES



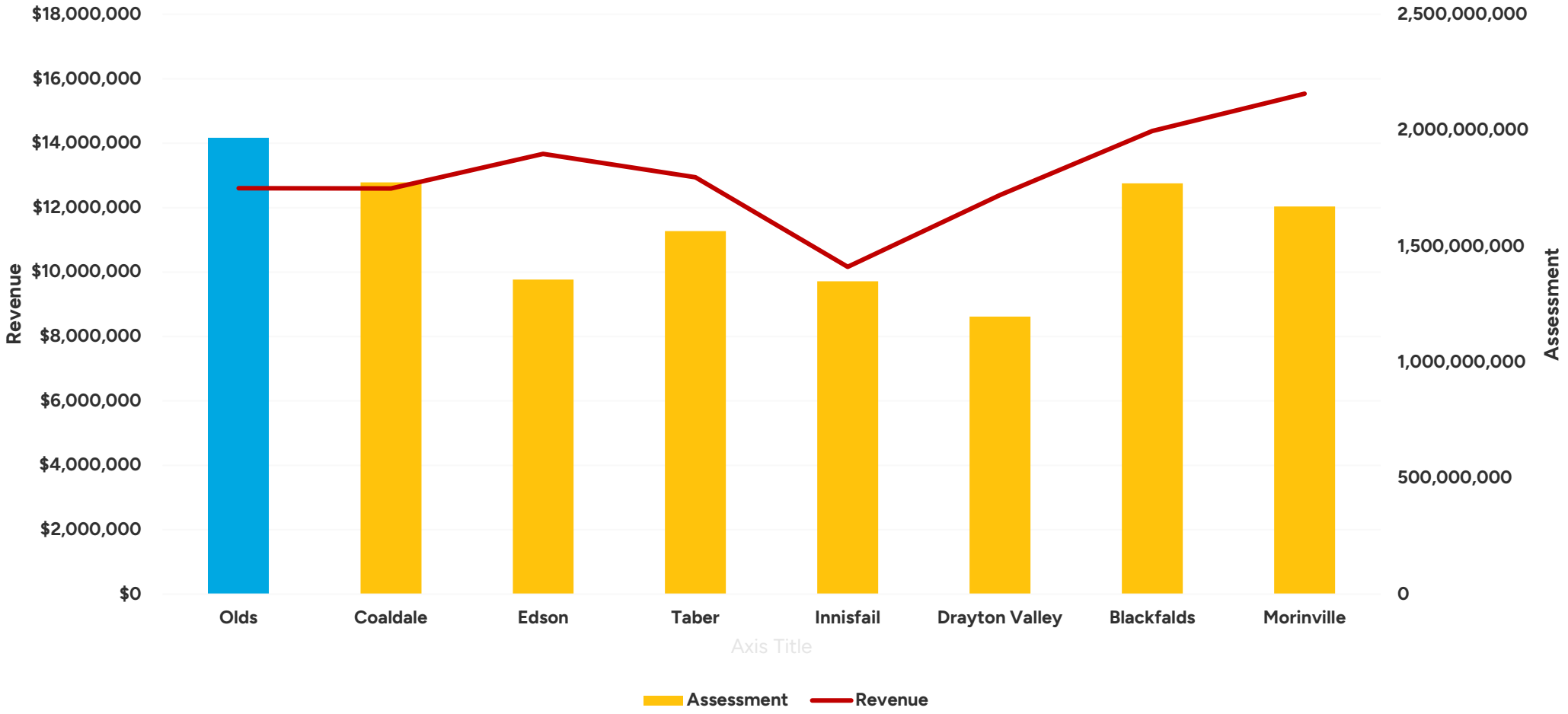
ASSESSMENT VS. LEVY – RESIDENTIAL



ASSESSMENT VS. LEVY – NON-RESIDENTIAL



REVENUE VS. ASSESSMENT – RES & NON-RES



Questions?

2027 BUDGET

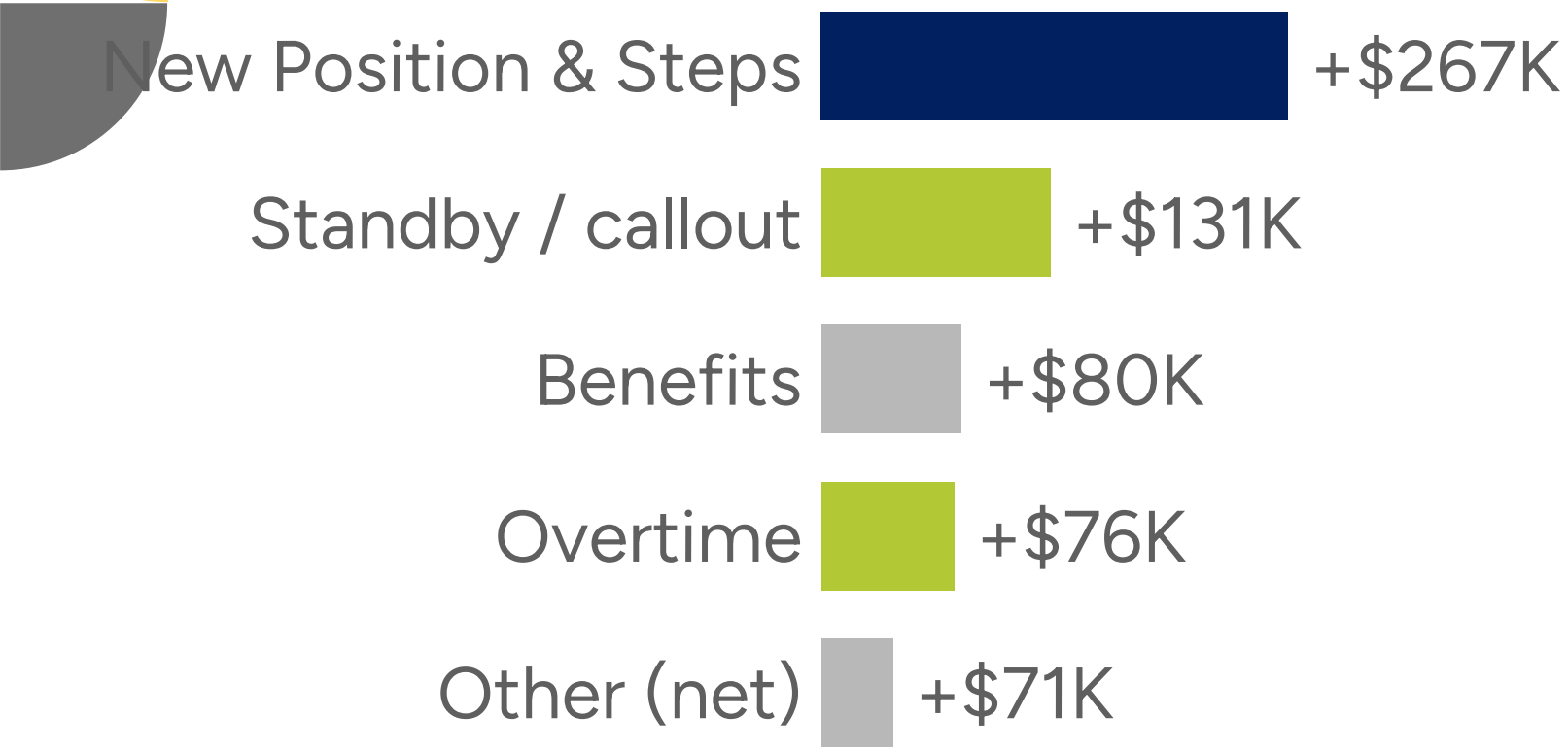
Staffing & Compensation



Staffing & Compensation

- Staffing is our largest expense, and it’s how every Town service gets delivered.
- The Corporate Plan commits us to growing staff gradually, as our finances allow. This budget follows that approach.
- Most of the 2027 increase keeps our current team in place. One new position is being sought.
- Overtime and standby now have their own budget lines. They may come down as 2026 actuals become clearer.

What's Driving the 2027 Increase



+$625K

before COLA

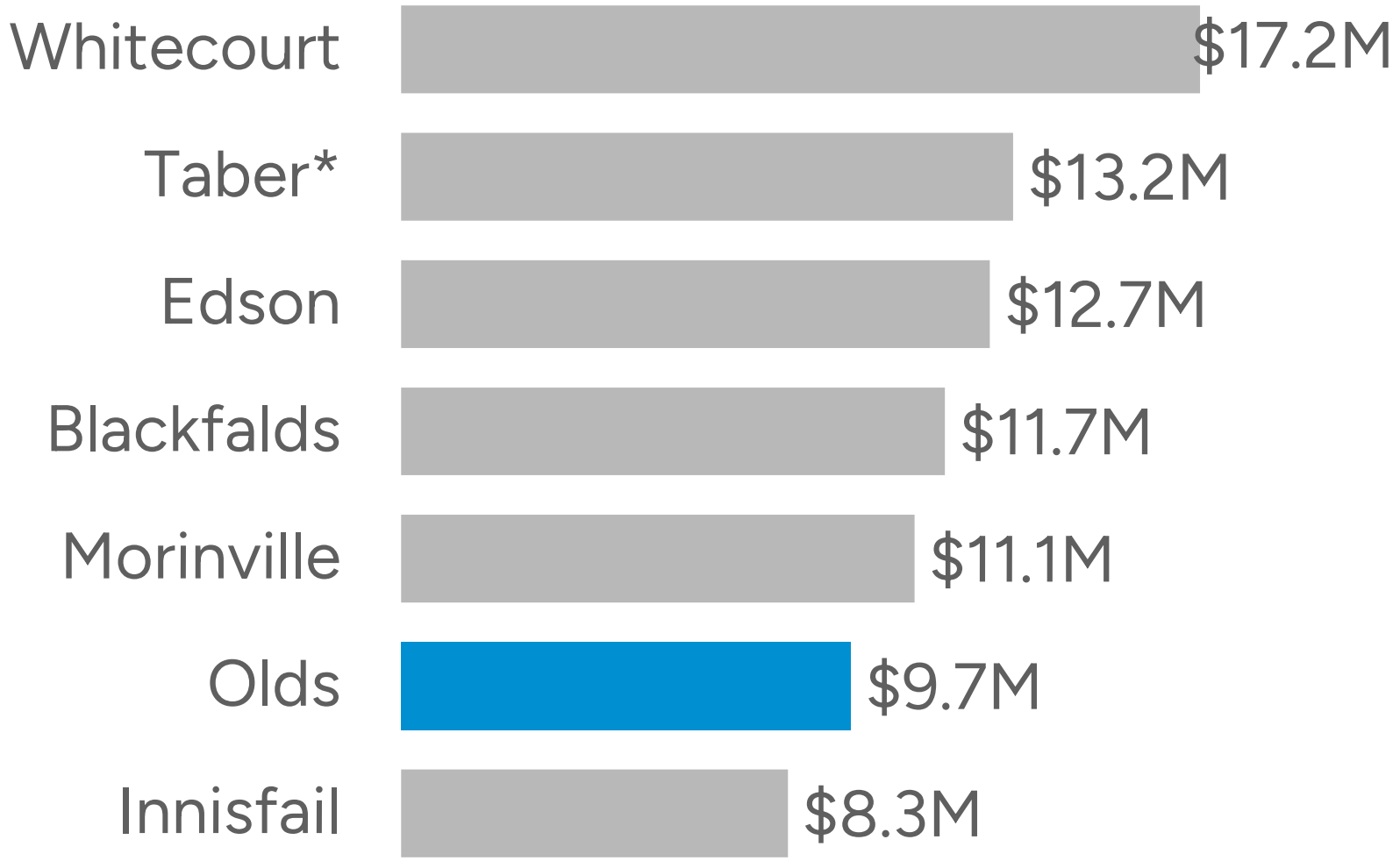
$200k+

2025 Variance

0%

Vacancy Factor

Lean by Comparison



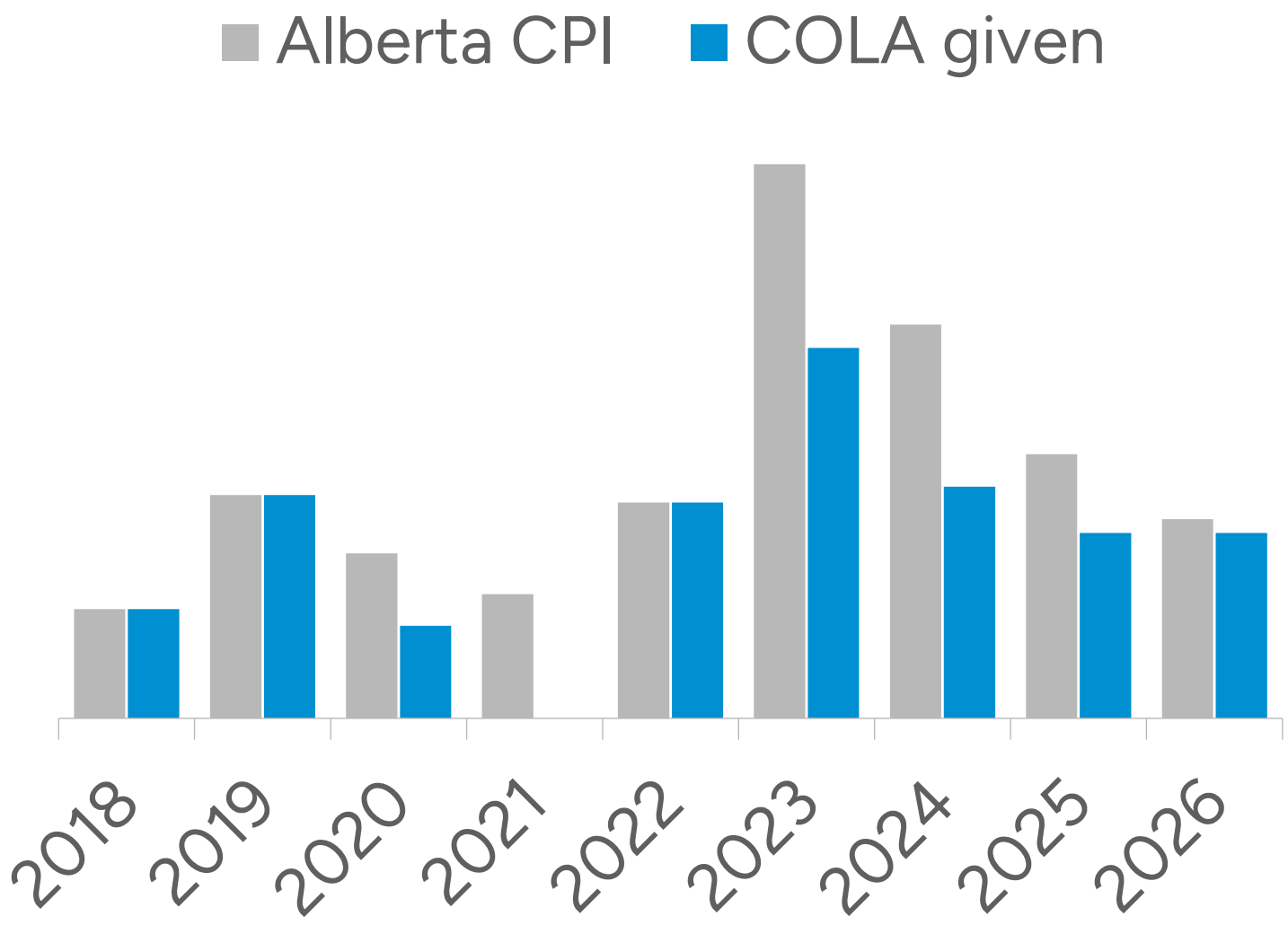
Olds (2025)

$9.7M

Peer average

$12.0M

COLA: Keeping Pace With Inflation



2.0–3.5%

COLA (Peer Range)

2027

3rd Party Compensation Review

Decisions Papers for Council

COLA Range

1 – 2.82%

$109K to $274K

New FTE Funding

$130K

Each 1% of COLA adds about 0.75% to municipal taxes

BUDGET PROJECT SUPPLEMENTARY INFORMATION

Only complete if applicable

PROJECT TITLE	2027 Cost of Living Allowance (COLA)
DEPARTMENT	Council
PREPARER	Brent Williams, CAO
TYPE OF PROJECT	Cost Increase
RECURRING	Yes

Expenses	2027	2028	2029
Total			

Project Description:

The Town of Olds has in the past used CPI for Alberta October to September – year over year average as the COLA given to employees January 1 of each year. For 2027 this would be 2.82%. For reference below are a few options:

COLA %	Taxes	Utilities	Total
1%	96,903	11,685	108,588
1.5%	136,528	17,512	154,040
2%	176,142	23,315	199,457
2.5%	215,724	29,118	244,842
2.82%	241,048	32,832	273,880

Rationale:

COLA increases have not kept pace with inflation in recent years. And while it should not be expected for COLA to match CPI during hyperinflationary times, adjustments do demonstrate the Town's commitment to its staff and to minimizing the risks of high employee turnover as a result of a competitive labour market and/or organizational morale.

Year	CPI Actual	COLA Given	Variance
2026	2.15%	2.00%	0.15%
2025	2.85%	2.00%	0.85%
2024	4.25%	2.5%	1.75%
2023	5.98%	4.00%	1.98%
2022	2.33%	2.33%	0.00
2021	1.34%	0.00%	1.34%
2020	1.78%	1.00%	0.78%
2019	2.41%	2.41%	0.00

Budget Operating Summary

2018	1.18%	1.18%	0.00

Proposed 2027 COLA Rates from Other Municipalities.

	Proposed COLA
Municipality A	2%
Municipality B	2%
Municipality C	2.23%
Municipality D	2.5%
Municipality E	2.7%
Municipality F	3.5%
Municipality G	2%
Municipality H	3%
Municipality I	3%
Municipality J	3%
Municipality K	2.23%
Municipality L	3%

Benefits of proceeding with Project:

COLA adjustments allow us to keep pace with Council's goal of paying staff at the 50th percentile of comparator municipalities.

Potential Constraints:

Existing budget pressures make this is a significant financial decision.

Timelines for Implementation/Completion:

January 1, 2027

Personnel Requirement:1`

N/A

BUDGET PROJECT SUPPLEMENTARY INFORMATION

Only complete if applicable

PROJECT TITLE	New FTE Funding
DEPARTMENT	General Government
PREPARER	Brent Williams, CAO
TYPE OF PROJECT	Cost Increase
RECURRING	Yes

Expenses	2026	2027	2028
New FTE Funding	130,000	133,000	137,000

Funding	Taxes	Utilities
Net Project Cost	110,500	19,500

Project Description:

This project proposes further investment in staff capacity to ensure the Town can meet its core service levels and deliver on the priorities outlined in Council's Strategic Plan and the organization's Corporate Plan, which identifies clear staffing pressures in various functional areas.

Much of this funding request would be to hire a full-time Health and Safety Coordinator within our Protective Services division. Approximately 10% of this funding request is for smaller organizational realignments and temporary/part-time staffing report.

Rationale:

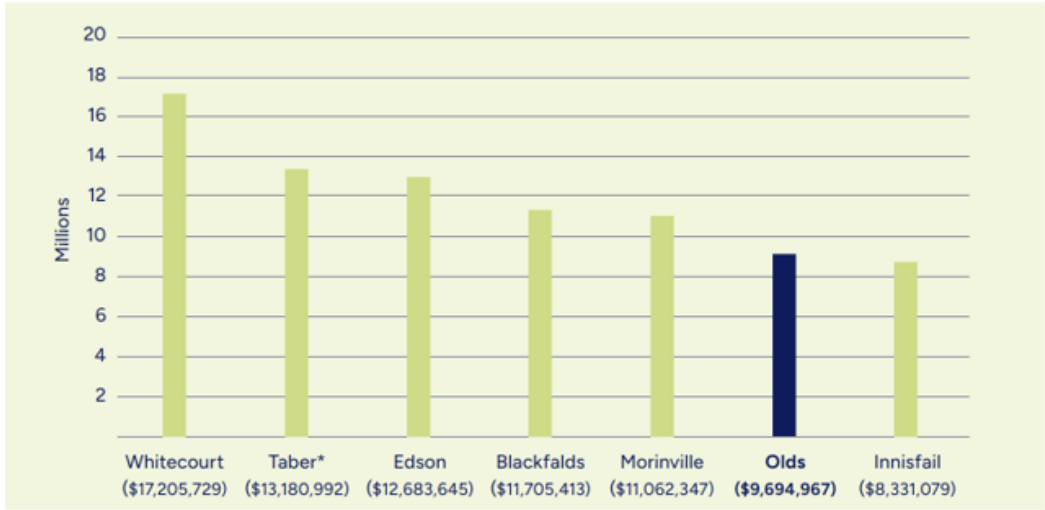
Council was first presented with a health and safety officer position in Budget 2023. At that time, it was decided to spread the function across the organization until an adequate program structure could be established. As of 2026, administration believes the program has been rebuilt, is functioning at a base level, and now requires a dedicated resource to help us improve our metrics, audit scores, and outcomes, while reducing administrative pressure on other

Most Alberta towns in our comparator group have a dedicated health and safety position.

Salary and Benefit Comparisons:

While salaries and benefits remain one of our highest expenditure source, the Town of Olds consistently spends near the lowest of its peer group on staffing:

Budget Operating Summary



Benefits of proceeding with Project:

Olds delivers services with one of the leanest staffing budgets in its peer group, which reflects strong fiscal discipline but also leaves limited capacity to absorb growth, turnover, and new legislative requirements. Measured, incremental staffing investment protects service levels and reduces reliance on costlier consultants and overtime as the community continues to grow.

With record housing starts and expanding provincial compliance obligations, adding staff gradually, rather than reactively, allows the Town to maintain service quality, manage risk, and keep pace with growth while staying well within peer norms.

Potential Constraints:

Existing budget pressures make this is a significant financial decision.

Timelines for Implementation/Completion:

January 1 – December 31, 2027

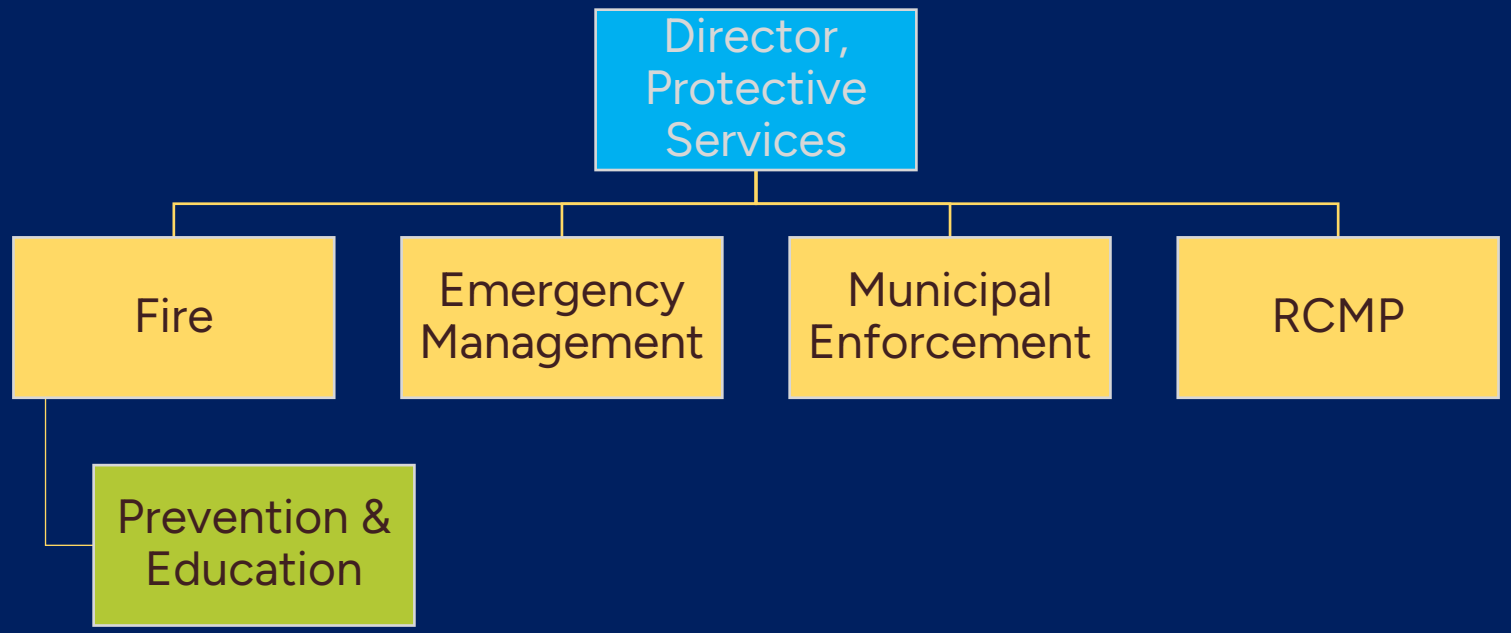
Personnel Requirement:

- N/A

Division Budget Presentations



PROTECTIVE SERVICES



Protective Services – 2026 Year Review

Progress

- Celebrated OFD 125 yr anniversary
- Continued positive direction with Fire Cadets and recruitment efforts
- Significant gains in compliance on unsightly premises Positive feedback from business community on crime reduction activities
- Conducted all exercises and legislative requirements for AEMA approval
- Formed the new Municipal Police Committee
- Seeing property crime rates trending lower

Challenges

- Continued pressure on Firefighters due to increasing demand
- Court system challenges with prosecution of municipal bylaws

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Amortization of Tangible Capital Assets	52,280.00	52,280.00	–	–
Contracted & General Services	172,392.00	179,616.00	7,224.00	4.19%
Government Transfers for Operating	(10,000.00)	(3,000.00)	7,000.00	70.00%
Interest on Long Term Debt	70,424.00	67,095.00	(3,329.00)	(4.73%)
Licenses and Permits	(500.00)	(500.00)	–	–
Materials, Goods, Supplies & Services	174,500.00	177,732.20	3,232.20	1.85%
Other Revenue	(30,000.00)	(30,000.00)	–	–
Principal on Long Term Debt	99,098.00	102,427.00	3,329.00	3.36%
Rentals and Leases	2,650.00	2,950.00	300.00	11.32%
Repairs and Maintenance	109,000.00	129,000.00	20,000.00	18.35%
Salaries, Wages and Benefits	811,518.70	901,908.76	90,390.05	11.14%
Sales and User Fees	(305,428.80)	(307,967.38)	(2,538.58)	(0.83%)
Sales to Other Governments	(344,190.00)	(343,618.11)	571.89	0.17%
Transfer to Capital	–	–	–	–
Transfer to Other Function	25,000.00	25,000.00	–	–
Transfers from Other Functions	(24,000.00)	(24,000.00)	–	–
Net Cost	**802,743.90**	**928,923.47**	**126,179.57**	**15.72%**

Net Cost increase of $126,180, primarily driven by increases to standby and call-out wages and increasing repairs and maintenance costs.

EMERGENCY MANAGEMENT

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Contracted & General Services	4,000.00	3,571.00	(429.00)	(10.73%)
Materials, Goods, Supplies & Services	1,500.00	2,040.00	540.00	36.00%
Purchases from Other Governments	1,000.00	500.00	(500.00)	(50.00%)
Salaries, Wages and Benefits	93,878.51	97,715.35	3,836.84	4.09%
Total Expenses	**100,378.51**	**103,826.35**	**3,447.84**	**3.43%**

Total expenses increase by $3,448 (3.43%). Higher salaries and benefits and materials and supplies are partially offset by lower contracted services and purchases from other governments.

MUNICIPAL ENFORCEMENT

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Amortization of Tangible Capital Assets	3,230.00	3,230.00	–	–
Contracted & General Services	46,355.00	47,425.60	1,070.60	2.31%
Licenses and Permits	(25,000.00)	(25,000.00)	–	–
Materials, Goods, Supplies & Services	13,200.00	13,385.00	185.00	1.40%
Penalties, Costs and Fines	(32,000.00)	(27,000.00)	5,000.00	15.63%
Repairs and Maintenance	12,000.00	10,250.00	(1,750.00)	(14.58%)
Salaries, Wages and Benefits	515,443.37	523,480.04	8,036.67	1.56%
Net Cost	**533,228.37**	**545,770.64**	**12,542.27**	**2.35%**

Net cost increases by $12,542 (2.35%). Higher salaries and benefits and lower fine revenue are partially offset by reduced repairs and maintenance.

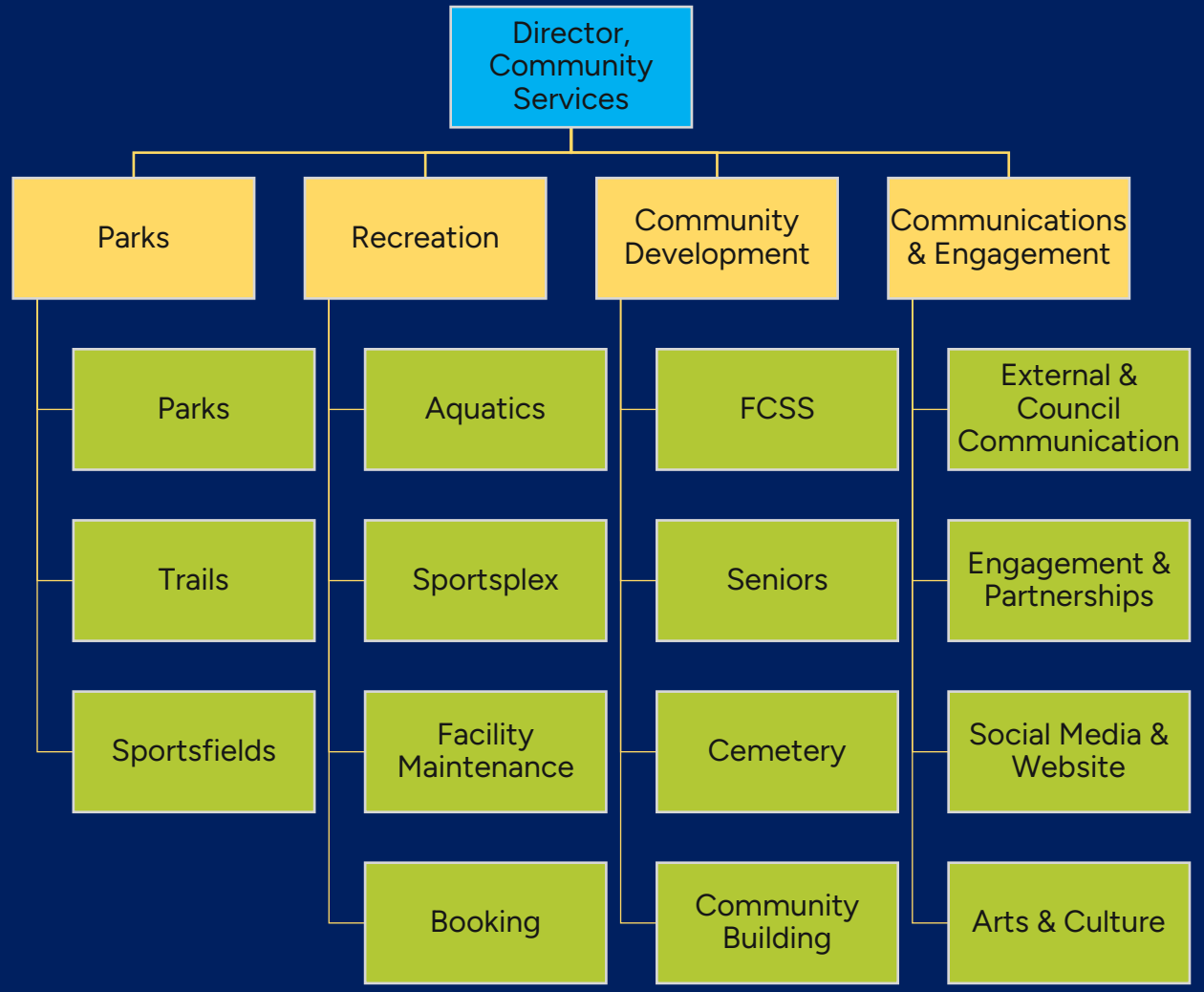
R.C.M.P.

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Amortization of Tangible Capital Assets	13,500.00	13,500.00	–	–
Bank Charges & Short Term Interest	1,000.00	675.00	(325.00)	(32.50%)
Contracted & General Services	50,507.00	50,126.00	(381.00)	(0.75%)
Government Transfers for Operating	(373,472.00)	(382,361.00)	(8,889.00)	(2.38%)
Materials, Goods, Supplies & Services	37,500.00	44,300.00	6,800.00	18.13%
Penalties, Costs and Fines	(45,000.00)	(30,000.00)	15,000.00	33.33%
Purchases from Other Governments	2,183,516.00	2,109,176.00	(74,340.00)	(3.40%)
Repairs and Maintenance	4,000.00	15,300.00	11,300.00	282.50%
Salaries, Wages and Benefits	71,188.86	75,399.13	4,210.26	5.91%
Sales and User Fees	(95,400.00)	(96,006.00)	(606.00)	(0.64%)
Net Cost	**1,847,339.86**	**1,800,109.13**	**(47,230.74)**	**-2.56%**

Net cost decreases by $47,231 (2.56%). Lower purchases from other governments and higher operating transfers more than offset reduced fine revenue and increases in repairs, supplies, and salaries and benefits.

COMMUNITY SERVICES



Community Services – 2026 Year Review

- Social prescribing program launched
- Volunteer appreciation week micro grants
- Sportsplex electrical upgrade completed early and under budget
- Engagements: Transit, Centennial Park, Regional Recreation Survey
- Town focused marketing video series
- Community Catalyst Summit
- Olds College arborist collaboration
- Spring/August ice analysis
- Engage Olds web page development
- MVP Aquatic Centre rebranding
- World Curling Mixed Doubles Championships announcement
- Sports fields utilization optimization
- Secured federal tree planting grant

AQUATICS

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Amortization of Tangible Capital Assets	30,550.00	30,550.00	–	–
Bank Charges & Short Term Interest	4,000.00	5,600.00	1,600.00	40.00%
Contracted & General Services	29,689.00	29,427.00	(262.00)	(0.88%)
Government Transfers for Operating	(315,800.00)	(323,021.72)	(7,221.72)	(2.29%)
Materials, Goods, Supplies & Services	209,950.00	233,296.00	23,346.00	11.12%
Other Revenue	–	(10,000.00)	(10,000.00)	–
Rentals and Leases	2,650.00	2,950.00	300.00	11.32%
Repairs and Maintenance	85,000.00	85,000.00	–	–
Salaries, Wages and Benefits	834,091.15	858,309.96	24,218.81	2.90%
Sales and User Fees	(355,000.00)	(360,500.00)	(5,500.00)	(1.55%)
Net Cost	**525,130.15**	**551,611.23**	**26,481.09**	**5.04%**

Net cost increases by $26,481 (5.04%). Higher salaries and benefits and materials and supplies are partially offset by increased government transfers, other revenue, and user fees.

CAMPGROUND

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Amortization of Tangible Capital Assets	2,800.00	2,800.00	–	–
Other Revenue	(11,500.00)	(11,750.00)	(250.00)	(2.17%)
Transfer to Reserves	–	8,950.00	8,950.00	–
Net Cost	**(8,700.00)**	**–**	**8,700.00**	**0%**

The 2027 budget balances to zero. A transfer of $8,950 to reserves is funded by other revenue after amortization, compared with a net surplus of $8,700 in 2026.

CEMETERY

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Amortization of Tangible Capital Assets	2,500.00	–	(2,500.00)	(100.00%)
Contracted & General Services	12,150.00	10,150.00	(2,000.00)	(16.46%)
Government Transfers for Operating	(1,500.00)	(1,500.00)	–	–
Materials, Goods, Supplies & Services	2,700.00	2,200.00	(500.00)	(18.52%)
Other Revenue	(600.00)	(600.00)	–	–
Rentals and Leases	–	11,364.90	11,364.90	–
Repairs and Maintenance	3,000.00	2,500.00	(500.00)	(16.67%)
Salaries, Wages and Benefits	131,098.84	133,248.19	2,149.34	1.64%
Sales and User Fees	(62,600.00)	(65,600.00)	(3,000.00)	(4.79%)
Transfer to Capital	–	–	–	–
Transfer to Reserves	7,000.00	7,500.00	500.00	7.14%
Net Cost	**93,748.84**	**99,263.09**	**5,514.24**	**5.88%**

Net cost increases by $5,514 (5.88%), primarily due to rentals and leases. Higher user fee revenue and lower amortization, contracted services, supplies, and repairs partially offset the increase.

COMMON SERVICES

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Accretion Expense	1,800.00	2,000.00	200.00	11.11%
Contracted & General Services	89,742.00	136,700.83	46,958.83	52.33%
Interest on Long Term Debt	122,311.00	118,653.00	(3,658.00)	(2.99%)
Materials, Goods, Supplies & Services	106,000.00	167,170.00	61,170.00	57.71%
Principal on Long Term Debt	137,740.00	141,397.00	3,657.00	2.66%
Rentals and Leases	9,100.00	10,300.00	1,200.00	13.19%
Repairs and Maintenance	30,000.00	53,710.00	23,710.00	79.03%
Total Budget	**496,693.00**	**629,930.83**	**133,237.83**	**26.82%**

The total budget increases by $133,238 (26.82%), primarily driven by higher materials and supplies, contracted services, and repairs and maintenance.

COMMUNICATIONS

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Community Events	5,750.00	–	(5,750.00)	(100.00%)
Contracted & General Services	63,321.00	97,775.00	34,454.00	54.41%
Materials, Goods, Supplies & Services	250.00	250.00	–	–
Salaries, Wages and Benefits	302,249.41	307,484.01	5,234.59	1.73%
Total Expenses	**371,570.41**	**405,509.01**	**33,938.59**	**9.13%**

Total expenses increase by $33,939 (9.13%), primarily driven by higher contracted services. Increased salaries and benefits are partially offset by lower community events spending.

COMMUNITY FACILITIES

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Repairs and Maintenance	–	17,872.36	17,872.36	–
Sales and User Fees	–	(6,868.90)	(6,868.90)	–
Net Cost	**–**	**11,003.46**	**11,003.46**	**–**

The 2027 net cost is $11,003.46, reflecting $17,872.36 in repairs and maintenance, partially offset by $6,868.90 in sales and user fee revenue.

EVERGREEN CENTRE

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Amortization of Tangible Capital Assets	3,080.00	3,080.00	–	–
Community Events	2,500.00	2,500.00	–	–
Contracted & General Services	3,941.00	3,830.00	(111.00)	(2.82%)
Transfers from Other Functions	(9,521.00)	(9,410.00)	111.00	1.17%
Net Cost	–	–	–	–

Net cost remains at zero in both years. The $111 decrease in contracted services is offset by an equal reduction in transfers from other functions.

FAMILY & COMMUNITY SUPPORT (FCSS)

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Amortization of Tangible Capital Assets	270.00	–	(270.00)	(100.00%)
Contracted & General Services	12,734.20	61,618.00	48,883.80	383.88%
Government Transfers for Operating	(291,668.00)	(293,668.00)	(2,000.00)	(0.69%)
Materials, Goods, Supplies & Services	3,500.00	3,000.00	(500.00)	(14.29%)
Other Revenue	(73,881.00)	(12,000.00)	61,881.00	83.76%
Rentals and Leases	80,000.00	60,613.06	(19,386.94)	(24.23%)
Repairs and Maintenance	2,500.00	–	(2,500.00)	(100.00%)
Salaries, Wages and Benefits	218,552.01	190,131.69	(28,420.33)	(13.00%)
Sales and User Fees	(7,200.00)	(10,200.00)	(3,000.00)	(41.67%)
Transfer to Individuals and Organizations	117,971.19	97,500.00	(20,471.19)	(17.35%)
Net Cost	**62,778.40**	**96,994.75**	**34,216.34**	**54.50%**

Net cost increases by $34,216 (54.50%). Lower other revenue and higher contracted services are partially offset by reduced salaries and benefits, rentals and leases, and transfers to individuals and organizations.

FAMILY & COMMUNITY SUPPORT (FCSS)
Special Project

PROJECT TITLE	Social Needs Gap Analysis
DEPARTMENT	FCSS
PREPARER	Heather Dixon
TYPE OF PROJECT	Study
RECURRING	No

Expenses	2027	2028	2029
	25,000		
Total	25,000		

LIBRARY

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Contracted & General Services	12,216.00	12,852.00	636.00	5.21%
Government Transfers for Operating	(54,667.00)	–	54,667.00	100.00%
Interest on Long Term Debt	6,699.00	–	(6,699.00)	(100.00%)
Materials, Goods, Supplies & Services	2,500.00	2,500.00	–	–
Principal on Long Term Debt	34,223.00	–	(34,223.00)	(100.00%)
Repairs and Maintenance	5,000.00	6,000.00	1,000.00	20.00%
Salaries, Wages and Benefits	6,121.12	6,343.60	222.48	3.63%
Transfer to Individuals and Organizations	447,731.00	393,064.00	(54,667.00)	(12.21%)
Transfers from Other Functions	(557,414.00)	(512,757.51)	44,656.49	8.01%
Transfers to Other Governments	97,590.47	91,997.91	(5,592.56)	(5.73%)
Net Cost	**(0.41)**	**0.00**	**0.41**	**–**

The 2027 budget balances to zero. Lower debt payments and transfers to individuals, organizations, and other governments offset reduced funding and modest increases in operating costs.

MUSEUM

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Amortization of Tangible Capital Assets	900.00	900.00	–	–
Contracted & General Services	2,757.00	2,680.00	(77.00)	(2.79%)
Materials, Goods, Supplies & Services	7,750.00	7,716.54	(33.46)	(0.43%)
Repairs and Maintenance	500.00	500.00	–	–
Salaries, Wages and Benefits	6,121.12	6,343.51	222.39	3.63%
Transfer to Individuals and Organizations	37,500.00	40,000.00	2,500.00	6.67%
Transfers from Other Functions	(55,528.00)	(58,140.05)	(2,612.05)	(4.70%)
Net Cost	**0.12**	**0.00**	**(0.12)**	**–**

The 2027 budget balances to zero. Increased transfers from other functions and lower contracted services and supplies offset higher salaries and benefits and transfers to individuals and organizations.

MOUNTAIN VIEW POWER

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Bank Charges & Short Term Interest	16,500.00	16,500.00	–	–
Contracted & General Services	50,600.00	58,123.72	7,523.72	14.87%
Investment Income	(5,500.00)	(6,500.00)	(1,000.00)	(18.18%)
Other Expenses	660.00	1,300.00	640.00	96.97%
Salaries, Wages and Benefits	20,240.45	20,576.28	335.83	1.66%
Sales and User Fees	(322,500.00)	(335,000.00)	(12,500.00)	(3.88%)
Transfer to Individuals and Organizations	145,000.00	150,000.00	5,000.00	3.45%
Transfer to Other Function	95,000.00	95,000.00	–	–
Transfer to Reserves	–	–	–	–
Net Cost	**0.45**	**(0.00)**	**(0.45)**	**–**

The 2027 budget is effectively balanced. Higher sales and user fee revenue and investment income offset increases in contracted services, transfers to individuals and organizations, and other operating costs.

PARKS

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Amortization of Tangible Capital Assets	16,100.00	16,100.00	–	–
Contracted & General Services	69,445.00	77,906.00	8,461.00	12.18%
Government Transfers for Operating	–	(12,500.00)	(12,500.00)	–
Materials, Goods, Supplies & Services	181,000.00	175,930.00	(5,070.00)	(2.80%)
Rentals and Leases	44,200.00	50,832.95	6,632.95	15.01%
Repairs and Maintenance	144,500.00	144,500.00	–	–
Salaries, Wages and Benefits	824,106.79	839,311.27	15,204.48	1.84%
Net Cost	**1,279,351.79**	**1,292,080.22**	**12,728.43**	**0.99%**

Net cost increases by $12,728 (0.99%). Higher salaries and benefits, contracted services, and rentals and leases are partially offset by operating transfers and lower materials and supplies.

RECREATION ADMINISTRATION

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Contracted & General Services	461,679.00	206,070.00	(255,609.00)	(55.37%)
Government Transfers for Operating	(241,769.00)	–	241,769.00	100.00%
Materials, Goods, Supplies & Services	43,685.00	28,300.00	(15,385.00)	(35.22%)
Other Revenue	–	(68,239.88)	(68,239.88)	–
Salaries, Wages and Benefits	238,283.66	340,356.68	102,073.01	42.84%
Sales and User Fees	(43,185.00)	(20,000.00)	23,185.00	53.69%
Net Cost	**458,693.66**	**486,486.80**	**27,793.13**	**6.06%**

Net cost increases by $27,793 (6.06%). Reduced government transfers and user fee revenue, together with higher salaries and benefits, are partially offset by lower contracted services and supplies and increased other revenue.

SPECIAL EVENTS

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Community Events	71,000.00	85,000.00	14,000.00	19.72%
Contracted & General Services	250.00	250.00	–	–
Government Transfers for Operating	(5,000.00)	(5,000.00)	–	–
Other Revenue	(14,500.00)	(23,000.00)	(8,500.00)	(58.62%)
Salaries, Wages and Benefits	90,710.03	92,875.45	2,165.42	2.39%
Transfers from Other Functions	(142,460.00)	(150,125.45)	(7,665.45)	(5.38%)
Net Cost	**0.03**	**(0.00)**	**(0.03)**	**–**

The 2027 budget is effectively balanced. Higher community events spending and salaries and benefits are offset by increased other revenue and transfers from other functions.

SPLASH PARK

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Amortization of Tangible Capital Assets	4,000.00	4,000.00	–	–
Materials, Goods, Supplies & Services	10,100.00	13,000.00	2,900.00	28.71%
Repairs and Maintenance	8,000.00	6,000.00	(2,000.00)	(25.00%)
Salaries, Wages and Benefits	27,533.01	28,125.96	592.95	2.15%
Total Expenses	**49,633.01**	**51,125.96**	**1,492.95**	**3.01%**

Total expenses increase by $1,493 (3.01%). Higher materials and supplies and salaries and benefits are partially offset by lower repairs and maintenance.

SPORTS FIELDS

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Contracted & General Services	22,000.00	24,000.00	2,000.00	9.09%
Interest on Long Term Debt	71,942.00	67,293.00	(4,649.00)	(6.46%)
Materials, Goods, Supplies & Services	45,500.00	45,500.00	–	–
Principal on Long Term Debt	143,710.00	148,358.00	4,648.00	3.23%
Rentals and Leases	–	–	–	–
Repairs and Maintenance	5,000.00	5,050.00	50.00	1.00%
Salaries, Wages and Benefits	164,865.60	164,975.36	109.77	0.07%
Sales and User Fees	(30,500.00)	(40,000.00)	(9,500.00)	(31.15%)
Net Cost	**422,517.60**	**415,176.36**	**(7,341.23)**	**-1.74%**

Net cost decreases by $7,341 (1.74%), primarily due to higher sales and user fee revenue, partially offset by increased contracted services. Total debt payments remain essentially unchanged.

SPORTSPLEX

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Amortization of Tangible Capital Assets	72,610.00	72,610.00	–	–
Contracted & General Services	21,670.00	27,555.00	5,885.00	27.16%
Government Transfers for Operating	(341,960.00)	(349,181.72)	(7,221.72)	(2.11%)
Materials, Goods, Supplies & Services	308,500.00	294,263.00	(14,237.00)	(4.61%)
Other Revenue	–	(15,000.00)	(15,000.00)	–
Rentals and Leases	2,900.00	2,900.00	–	–
Repairs and Maintenance	158,000.00	168,500.00	10,500.00	6.65%
Salaries, Wages and Benefits	812,388.68	853,378.65	40,989.97	5.05%
Sales and User Fees	(432,825.00)	(400,500.00)	32,325.00	7.47%
Net Cost	**601,283.68**	**654,524.93**	**53,241.25**	**8.85%**

Net cost increases by $53,241 (8.85%). Higher salaries and benefits, reduced user fee revenue, and increased repairs are partially offset by lower supplies costs and higher government transfers and other revenue.

SUNSHINE BUS

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Amortization of Tangible Capital Assets	7,000.00	7,000.00	–	–
Contracted & General Services	5,195.00	16,195.00	11,000.00	211.74%
Materials, Goods, Supplies & Services	5,500.00	6,325.00	825.00	15.00%
Rentals and Leases	–	3,788.32	3,788.32	–
Repairs and Maintenance	2,500.00	2,500.00	–	–
Salaries, Wages and Benefits	81,806.00	103,110.69	21,304.69	26.04%
Sales and User Fees	(15,000.00)	(17,150.00)	(2,150.00)	(14.33%)
Net Cost	**87,001.00**	**121,769.01**	**34,768.01**	**39.96%**

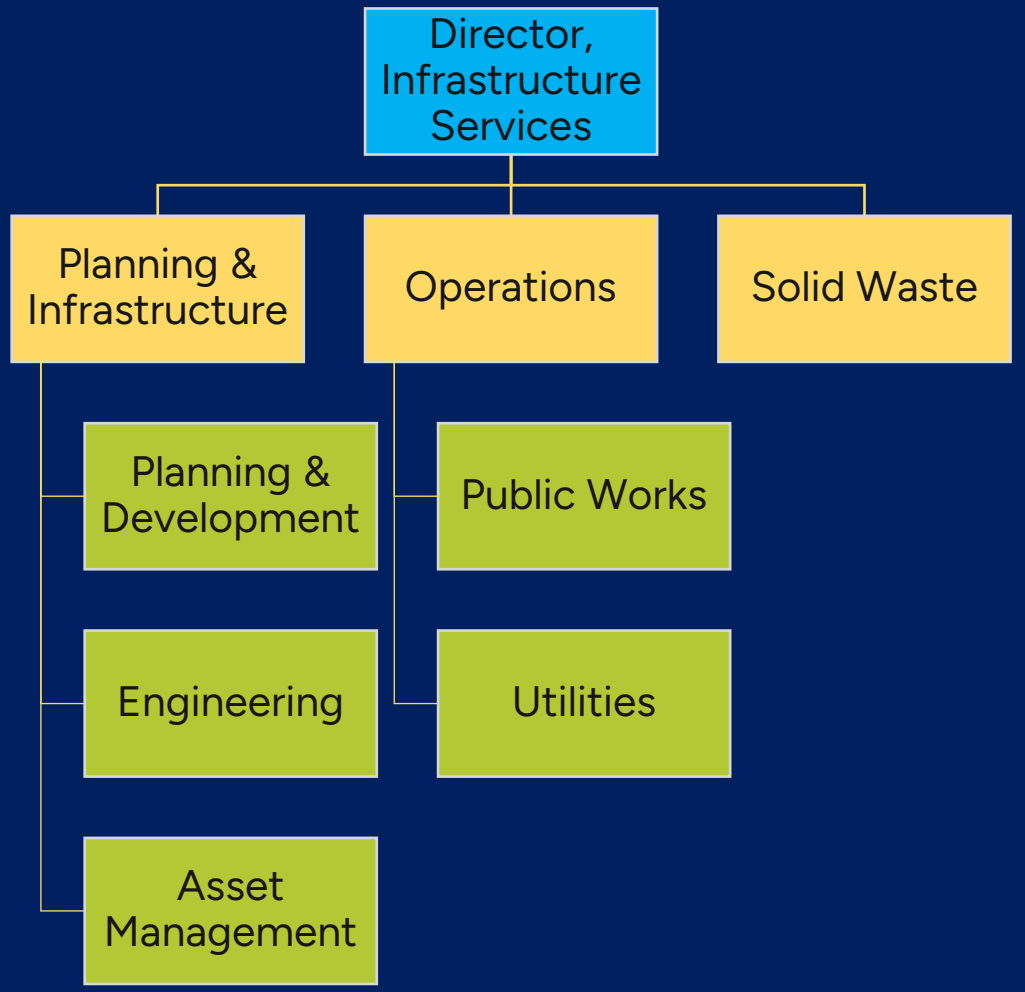
Net cost increases by $34,768 (39.96%), primarily driven by higher salaries and benefits and contracted services. Increased user fee revenue partially offsets the increase.

SUNSHINE BUS
Special Project

PROJECT TITLE	Enhanced Service
DEPARTMENT	Sunshine Bus
PREPARER	Guy Lapointe
TYPE OF PROJECT	Transit
RECURRING	Yes

Expenses	2027	2028	2029
Wages	$12,000	$33,000	$34,000
Contracted Services	11,500	22,500	22,500
Fuel	630	2,530	2,600
Total	$24,130	$58,030	$59,010

INFRASTRUCTURE SERVICES



Infrastructure Services – 2026 Year Review

Key Accomplishments

- **Water Loss Reduction:** Reduced to 13.74%
- **Water Meter Modernization:** 2,445 installed
- **Infrastructure Renewal:** 57 Ave and rehab programs
- **Digital Improvements:** E-permitting and GIS enhancements
- **Planning & Development:** Cornerstone planning and development standards
- **Operational Efficiency:** Expanded in-house fleet maintenance

Key Challenges

- **Aging Infrastructure:** Growing renewal demands
- **Wastewater I&I:** Ongoing infiltration
- **Rising Costs:** Construction expenses
- **Infrastructure Funding:** Needs vs affordability
- **Water Meter Program:** Compliance and installation

PLANNING & DEVELOPMENT

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Contracted & General Services	244,860.00	390,716.20	145,856.20	59.57%
Government Transfers for Operating	–	(91,140.00)	(91,140.00)	–
Licenses and Permits	(245,500.00)	(260,500.00)	(15,000.00)	(6.11%)
Materials, Goods, Supplies & Services	6,000.00	5,000.00	(1,000.00)	(16.67%)
Other Expenses	30,000.00	45,000.00	15,000.00	50.00%
Other Revenue	(2,000.00)	(2,000.00)	–	–
Rentals and Leases	–	–	–	–
Salaries, Wages and Benefits	529,525.89	540,467.23	10,941.34	2.07%
Sales and User Fees	(10,000.00)	(10,000.00)	–	–
Transfer to Other Function	24,000.00	24,000.00	–	–
Transfer to Reserves	–	–	–	–
Net Cost	**576,885.89**	**641,543.43**	**64,657.54**	**11.21%**

Net cost increases by $64,658 (11.21%). Higher contracted services, other expenses, and salaries and benefits are partially offset by operating transfers, increased licence and permit revenue, and lower supplies costs.

PLANNING & DEVELOPMENT
Special Project

PROJECT TITLE	Urban Forest Inventory & Strategy
DEPARTMENT	Parks
PREPARER	Adrian Pedro
TYPE OF PROJECT	Study
RECURRING	No

Expenses	**2027**	**2028**	**2029**
Urban Forest Inventory & Climate Resilience Strategy	$195,000	$0	$0
Total	**$195,000**	**$0**	**$0**

Revenue	**2027**	**2028**	**2029**
Growing Canada's Community Canopies Grant	$175,000	$0	$0
Total	**$175,000**	**$0**	**$0**

Net Project Cost	**$20,000**	**$0**	**$0**

PUBLIC WORKS

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Accretion Expense	600.00	–	(600.00)	(100.00%)
Amortization of Tangible Capital Assets	221,030.00	221,030.00	–	–
Contracted & General Services	239,111.00	313,701.00	74,590.00	31.19%
Interest on Long Term Debt	62,117.00	58,040.00	(4,077.00)	(6.56%)
Licenses and Permits	(1,000.00)	(750.00)	250.00	25.00%
Materials, Goods, Supplies & Services	765,000.00	818,755.00	53,755.00	7.03%
Principal on Long Term Debt	142,674.00	146,751.00	4,077.00	2.86%
Rentals and Leases	1,000.00	1,000.00	–	–
Repairs and Maintenance	550,000.00	740,210.00	190,210.00	34.58%
Salaries, Wages and Benefits	985,757.78	1,043,198.65	57,440.87	5.83%
Transfers from Other Functions	(585,000.00)	(597,285.00)	(12,285.00)	(2.10%)
Net Cost	**2,381,289.78**	**2,744,650.65**	**363,360.87**	**15.26%**

Net cost increases by $363,361 (15.26%), primarily driven by higher repairs and maintenance, contracted services, materials and supplies, and salaries and benefits. Increased transfers from other functions partially offset the increase.

PUBLIC WORKS
Special Project

PROJECT TITLE	Bay 1 Air Line Relocation
DEPARTMENT	Roads
PREPARER	Adrian Pedro
TYPE OF PROJECT	Cost Increase
RECURRING	No

Expenses	**2027**	**2028**	**2029**
Repair and maintenance	$10,000	$0	$0
Total	**$10,000**	**$0**	**$0**

PUBLIC WORKS
Special Project

PROJECT TITLE	OP-60T Fence Trailer Replacement
DEPARTMENT	Roads
PREPARER	Adrian Pedro
TYPE OF PROJECT	Cost Increase
RECURRING	No

Expenses	**2027**	**2028**	**2029**
Repair and Maintenance - Equipment	$10,000	$0	$0
Total	**$10,000**	**$0**	**$0**

PUBLIC WORKS
Special Project

PROJECT TITLE	Repair and Maintenance Increase
DEPARTMENT	Roads
PREPARER	Adrian Pedro
TYPE OF PROJECT	Service Level Increase
RECURRING	Yes

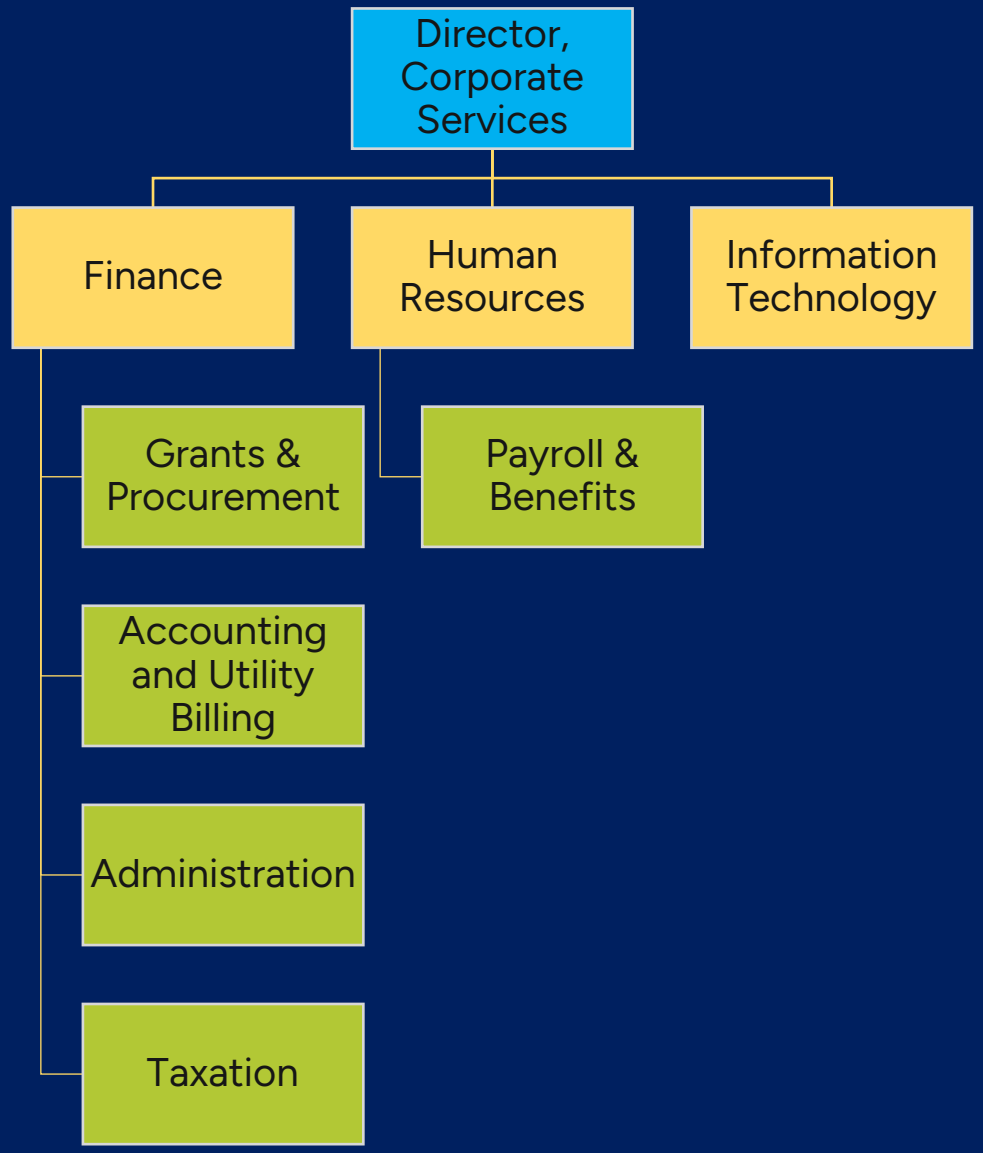
Expenses	**2027**	**2028**	**2029**
Repair and maintenance	$220,000	$220,000	$220,000
Total	**$220,000**	**$220,000**	**$220,000**

PUBLIC WORKS
Special Project

PROJECT TITLE	Winter Maintenance Increase
DEPARTMENT	Roads
PREPARER	Adrian Pedro
TYPE OF PROJECT	Cost Increase
RECURRING	Yes

Expenses	2027	2028	2029
Contracted Services Increase	$50,000	$50,000	$50,000
Total	**$50,000**	**$50,000**	**$50,000**

CORPORATE SERVICES



Corporate Services – 2026 Year Review

Finance:

- Electronic Tax Notices Begun
- Supporting Water Meter Replacement
- 2025 Financial Audit
- Grant Funding Applications

Information Technology (IT):

- Completed meeting room upgrades at Jean's Place
- Replaced all Firewalls
- Transitioned Town facilities from ONET to TELUS

Human Resources:

- Peak number of employees on payroll in 2026: 179
- Upgraded Avanti Applicant Tracking Module
- Hired Human Resources Generalist

FINANCE

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Amortization of Tangible Capital Assets	15,600.00	15,600.00	–	–
Bank Charges & Short Term Interest	36,000.00	50,902.00	14,902.00	41.39%
Contracted & General Services	381,371.00	419,696.00	38,325.00	10.05%
Government Transfers for Operating	–	–	–	–
Materials, Goods, Supplies & Services	26,000.00	15,500.00	(10,500.00)	(40.38%)
Other Expenses	10,000.00	10,000.00	–	–
Other Revenue	(9,000.00)	(9,000.00)	–	–
Penalties, Costs and Fines	(10,000.00)	(3,840.00)	6,160.00	61.60%
Rentals and Leases	19,500.00	22,217.00	2,717.00	13.93%
Repairs and Maintenance	1,500.00	–	(1,500.00)	(100.00%)
Salaries, Wages and Benefits	521,942.23	556,575.66	34,633.43	6.64%
Sales and User Fees	(12,500.00)	(21,360.00)	(8,860.00)	(70.88%)
Transfers from Other Functions	(25,000.00)	(25,000.00)	–	–
Net Cost	**955,413.23**	**1,031,290.66**	**+75,877.43**	**+7.94%**

Net cost increases by $75,877 (7.94%), primarily due to higher contracted services, salaries and benefits, and bank charges.

INFORMATION TECHNOLOGY

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Contracted & General Services	–	299,141.00	+299,141.00	–
Materials, Goods, Supplies & Services	–	13,500.00	+13,500.00	–
Salaries, Wages and Benefits	–	134,395.65	+134,395.65	–
Total Expenses	**–**	**447,036.65**	**+447,036.65**	**–**

The 2027 Information Technology budget totals $447,036.65, comprising contracted services, materials and supplies, and salaries and benefits.

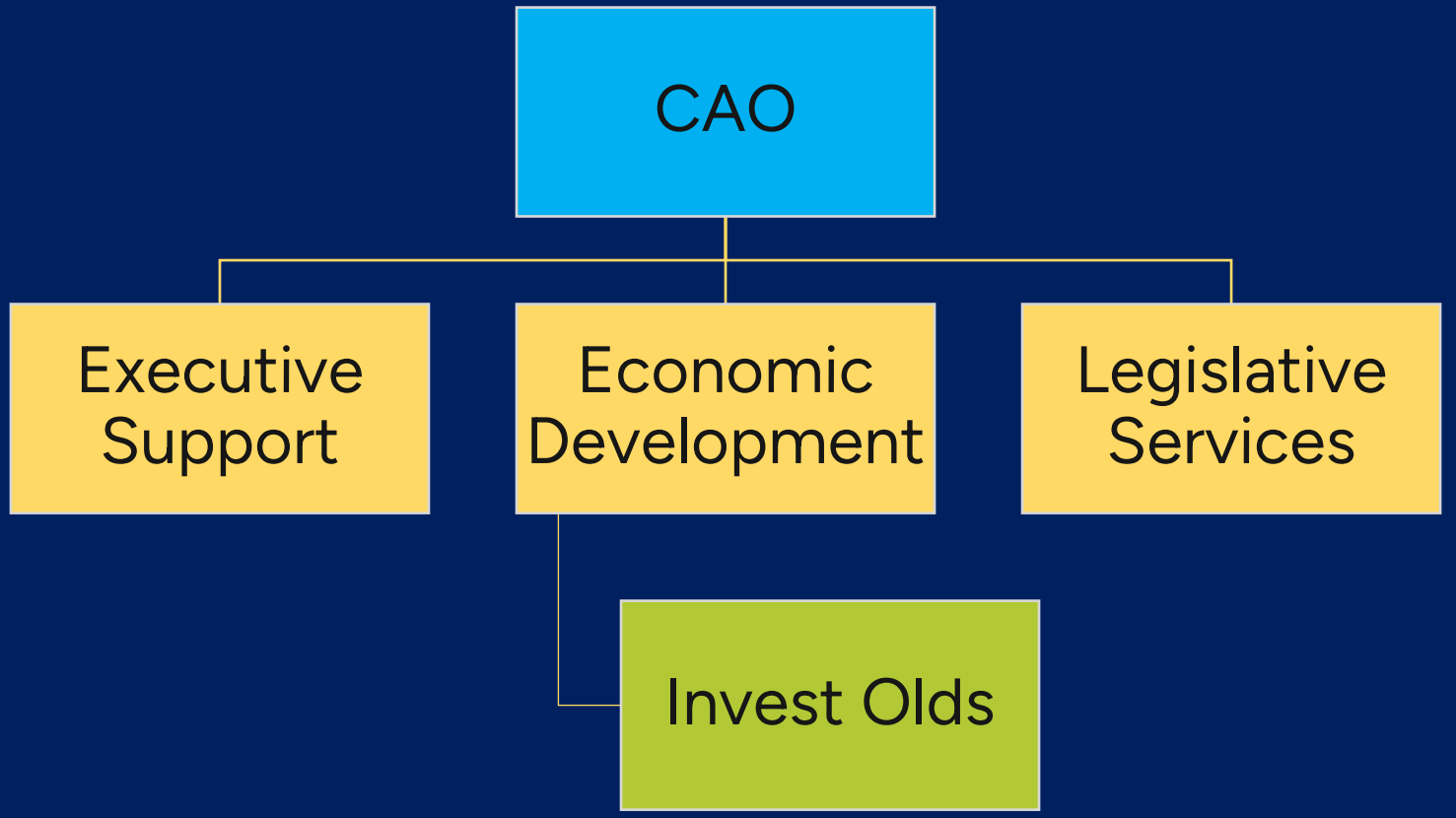
PEOPLE SERVICES

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Contracted & General Services	303,872.00	93,978.00	(209,894.00)	(69.07%)
Materials, Goods, Supplies & Services	111,500.00	17,500.00	(94,000.00)	(84.30%)
Salaries, Wages and Benefits	411,521.57	332,382.41	(79,139.16)	(19.23%)
Total Expenses	**826,893.57**	**443,860.41**	**(383,033.16)**	**-46.32%**

People Services expenses decrease by $383,033 (46.32%), reflecting lower contracted services, materials and supplies, and salaries and benefits.

OFFICE OF THE CAO



Office of the CAO – 2026 Year Review

Progress

- Strategic & Corporate Planning
- Regional Partnerships
- Privacy & AI Governance
- Records Management & Digitization
- Invest Olds
  - Economic Development Strategy
  - Housing Strategy
  - Central Alberta First
  - Town Owned Land:
    - Cornerstone Transfer

Challenges

- ATI / POPA Processes
- Provincial Regulations
- Data Centre Files
- Capacity Constraints

GENERAL GOVERNMENT

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Franchise Fees	(2,795,151.00)	(2,877,322.00)	(82,171.00)	(2.94%)
Government Transfers for Operating	(76,460.00)	(76,460.00)	–	–
Interest on Long Term Debt	169,974.00	157,311.00	(12,663.00)	(7.45%)
Investment Income	(163,000.00)	(153,000.00)	10,000.00	6.13%
Other Revenue	(22,020.00)	(22,020.00)	–	–
Penalties, Costs and Fines	(140,000.00)	(140,000.00)	–	–
Principal on Long Term Debt	373,521.00	386,185.00	12,664.00	3.39%
Property Taxes	(19,504,525.00)	(20,439,895.00)	(935,370.00)	(4.80%)
Salaries, Wages and Benefits	100,000.00	130,000.00	30,000.00	30.00%
Transfer to Other Function	1,284,923.00	1,262,718.01	(22,204.99)	(1.73%)
Transfer to Reserves	535,165.00	535,165.00	–	–
Transfers from Other Functions	(30,000.00)	(30,000.00)	–	–
Transfers from Reserves - Operating	(60,000.00)	–	60,000.00	100.00%
Transfers to Other Governments	6,510,054.00	7,186,667.00	676,613.00	10.39%
Net Total	**(13,817,519.00)**	**(14,080,650.99)**	**(263,131.99)**	**1.90%**

Net revenue increases by $263,132 (1.90%). Higher property tax and franchise fee revenue more than offset increased transfers to other governments, higher staffing costs, lower investment income, and the removal of the operating reserve draw.

OFFICE OF THE CAO

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Contracted & General Services	109,010.00	131,164.00	22,154.00	20.32%
Materials, Goods, Supplies & Services	1,000.00	500.00	(500.00)	(50.00%)
Salaries, Wages and Benefits	552,997.20	544,841.66	(8,155.54)	(1.47%)
Total Expenses	**663,007.20**	**676,505.66**	**13,498.46**	**2.04%**

Total expenses increase by $13,498 (2.04%). Higher contracted services costs are partially offset by lower salaries and benefits and reduced materials and supplies costs.

ECONOMIC DEVELOPMENT

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Contracted & General Services	881,654.00	660,414.04	(221,239.96)	(25.09%)
Government Transfers for Operating	(544,492.00)	(432,749.00)	111,743.00	20.52%
Licenses and Permits	(107,000.00)	(109,000.00)	(2,000.00)	(1.87%)
Materials, Goods, Supplies & Services	200.00	200.00	–	–
Other Revenue	(175,700.00)	(100,307.00)	75,393.00	42.91%
Salaries, Wages and Benefits	156,300.28	175,419.57	19,119.30	12.23%
Sales and User Fees	–	(6,700.00)	(6,700.00)	–
Transfers from Reserves - Operating	(24,400.00)	(25,000.00)	(600.00)	(2.46%)
Net Cost	**186,562.28**	**162,277.61**	**(24,284.66)**	**-13.02%**

Net cost decreases by $24,285 (13.02%). Lower contracted services more than offset reduced government transfers and other revenue, and higher salaries and benefits.

MAYOR & COUNCIL

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Mayor	78,012	82,073	+4,061	+5.2%
Councillors	352,562	359,495	+6,932	+2.0%
General Council	68,500	74,380	+5,880	+8.6%
Election Reserve	5,000	5,000	–	–
Total Expenses	**504,074**	**520,948**	**+16,873**	**+3.3%**

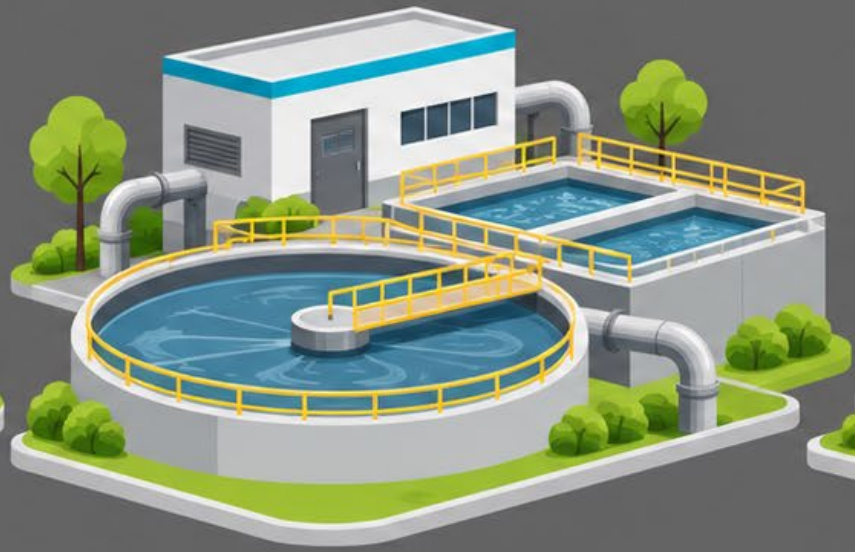
Mayor and Council expenses increased by $16,873 (3.3%), primarily due to higher travel and accommodation costs and a $5,880 increase in General Council costs. The election reserve contribution remains unchanged.

Utilities

Water • Wastewater • Solid Waste Removal



Water



Wastewater



Solid Waste Removal

2027 Operating Budget
Summary - Rate (Utilities)

	2026 Budget	2027 Budget	Variance
Total Revenue by Utility			
Storm Water	$84,050	**$114,050**	$30,000
Water	4,037,684	**4,109,390**	71,706
Wastewater	4,754,845	**4,856,659**	101,814
Solid Waste	913,324	**932,504**	19,180
TOTAL	**9,789,903**	**10,012,602**	**222,699**
Total Expenditure by Utility			
Storm Water	84,050	**114,050**	30,000
Water	4,037,684	**4,109,390**	71,706
Wastewater	4,754,845	**4,856,659**	101,814
Solid Waste	913,324	**932,504**	19,180
TOTAL	**9,789,903**	**10,012,602**	**222,699**
Surplus(Deficit) by Utility			
Storm Water	0	**0**	0
Water	(0)	**0**	0
Wastewater	(0)	**0**	0
Solid Waste	(0)	**(0)**	0
TOTAL SURPLUS (DEFICIT)	**($0)**	**$0**	**$0**

STORM SEWER

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Amortization of Tangible Capital Assets	4,050.00	4,050.00	–	–
Repairs and Maintenance	80,000.00	110,000.00	30,000.00	37.50%
Transfers from Other Functions	(84,050.00)	(114,050.00)	(30,000.00)	(35.69%)
Net Cost	–	–	–	–

Net cost remains balanced at $0. The $30,000 increase in repairs and maintenance (37.50%) is fully offset by increased transfers from other functions. Amortization remains unchanged.

WATER

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Accretion Expense	400.00	–	(400.00)	(100.00%)
Amortization of Tangible Capital Assets	16,800.00	16,800.00	–	–
Contracted & General Services	110,192.00	153,806.00	43,614.00	39.58%
Interest on Long Term Debt	74,154.00	71,444.00	(2,710.00)	(3.65%)
Materials, Goods, Supplies & Services	88,500.00	98,341.00	9,841.00	11.12%
Penalties, Costs and Fines	(20,000.00)	(14,892.00)	5,108.00	25.54%
Principal on Long Term Debt	96,055.00	98,765.00	2,710.00	2.82%
Purchases from Other Governments	2,505,489.34	2,558,104.62	52,615.28	2.10%
Rentals and Leases	–	–	–	–
Repairs and Maintenance	390,000.00	375,000.00	(15,000.00)	(3.85%)
Salaries, Wages and Benefits	578,343.66	628,627.03	50,283.36	8.69%
Sales and User Fees	(4,017,684.00)	(4,094,497.61)	(76,813.61)	(1.91%)
Transfer to Capital	175,750.00	175,750.00	–	–
Transfer to Individuals and Organizations	2,000.00	750.00	(1,250.00)	(62.50%)
Transfer to Reserves	–	(67,998.04)	(67,998.04)	–
Transfers from Reserves - Operating	–	–	–	–
Net Cost	**0.00**	**(0.00)**	**(0.01)**	**0%**

Net cost remains effectively balanced. Higher purchases from other governments, staffing and contracted services costs are offset by increased sales and user fee revenue, lower maintenance costs, and the negative reserve transfer shown above.

WATER
Special Project

PROJECT TITLE	Utility Rate Review
DEPARTMENT	Water
PREPARER	Adrian Pedro
TYPE OF PROJECT	Study
RECURRING	No

Expenses	**2027**	**2028**	**2029**
Water Utility Rate Review	$35,000	$0	$0
Wastewater Utility Rate Review	$35,000	$0	$0
Total	**$70,000**	**$0**	**$0**

WASTEWATER

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Amortization of Tangible Capital Assets	19,300.00	19,300.00	–	–
Contracted & General Services	42,203.00	77,150.00	34,947.00	82.81%
Interest on Long Term Debt	81,357.00	71,444.00	(9,913.00)	(12.18%)
Materials, Goods, Supplies & Services	66,000.00	21,846.00	(44,154.00)	(66.90%)
Other Revenue	(30,000.00)	(32,592.00)	(2,592.00)	(8.64%)
Principal on Long Term Debt	215,136.00	98,765.00	(116,371.00)	(54.09%)
Purchases from Other Governments	3,188,455.34	3,255,412.90	66,957.56	2.10%
Rentals and Leases	–	–	–	–
Repairs and Maintenance	125,000.00	352,500.00	227,500.00	182.00%
Salaries, Wages and Benefits	578,343.66	622,271.27	43,927.60	7.60%
Sales and User Fees	(4,724,845.00)	(4,824,066.74)	(99,221.74)	(2.10%)
Transfer to Capital	355,000.00	–	(355,000.00)	(100.00%)
Transfer to Other Function	84,050.00	114,050.00	30,000.00	35.69%
Transfer to Reserves	–	223,919.57	223,919.57	–
Transfers from Reserves - Operating	–	–	–	–
Net Cost	**0.00**	**(0.00)**	**(0.01)**	**0%**

Net cost remains effectively balanced. Higher maintenance costs and a $223,920 transfer to reserves are offset by the elimination of the $355,000 capital transfer, lower debt payments and supplies costs, and increased revenue.

WASTEWATER
Special Project

PROJECT TITLE	Wastewater Repair and Maintenance Increase
DEPARTMENT	Wastewater
PREPARER	Adrian Pedro
TYPE OF PROJECT	Service Level Increase
RECURRING	Yes

Expenses	**2027**	**2028**	**2029**
Wastewater repair and maintenance	$360,000	$360,000	$360,000
Total	**$360,000**	**$360,000**	**$360,000**

WASTEWATER
Special Project

PROJECT TITLE	OP-61T Utility Trailer Replacement
DEPARTMENT	Wastewater
PREPARER	Adrian Pedro
TYPE OF PROJECT	Cost Increase
RECURRING	No

Expenses	**2027**	**2028**	**2029**
Repair & Maintenance Equipment	$7,500	$0	$0
Total	**$7,500**	**$0**	**$0**

SOLID WASTE

Budget Variance Highlights: 2026 vs 2027

Object Category	2026	2027	Change	%
Amortization of Tangible Capital Assets	680.00	680.00	–	–
Contracted & General Services	731,500.41	692,130.50	(39,369.91)	(5.38%)
Materials, Goods, Supplies & Services	21,500.00	9,238.00	(12,262.00)	(57.03%)
Salaries, Wages and Benefits	97,656.59	89,989.29	(7,667.30)	(7.85%)
Sales and User Fees	(913,324.00)	(932,503.80)	(19,179.80)	(2.10%)
Transfer to Reserves	–	77,177.28	77,177.28	–
Transfers to Other Governments	61,987.00	63,288.73	1,301.73	2.10%
Net Cost	**0.00**	**0.00**	**(0.00)**	**–**

Net cost remains balanced at $0. Lower contracted services, supplies, and staffing costs, together with higher sales and user fee revenue, support a $77,177 transfer to reserves and increased transfers to other governments.

2027 Utility Rates – Base Budget

Utility Rates

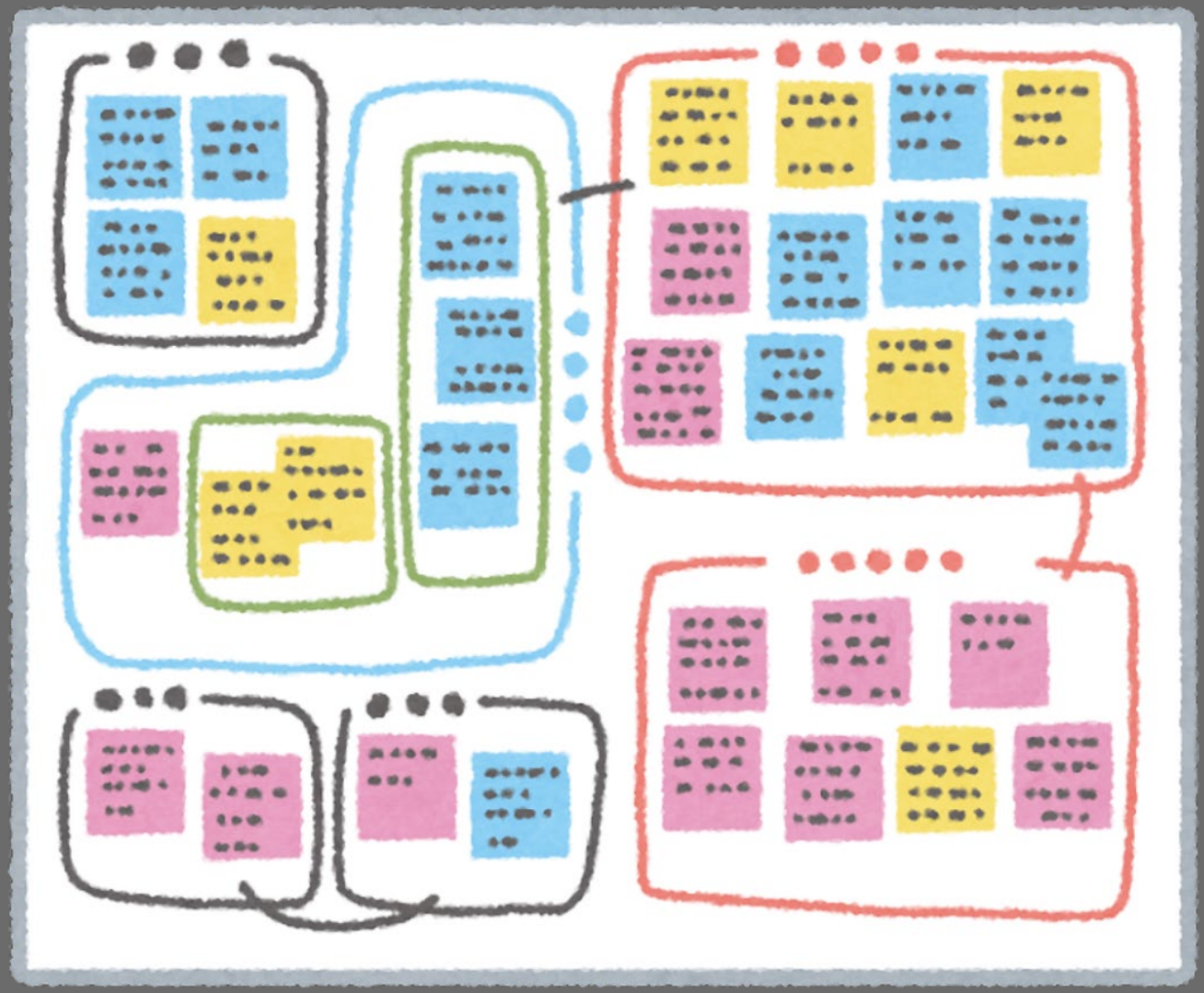
Rate	2022	2023	2024	2025	2026 Actual	2027 Budget	Difference
Water Base Rate	$12.83	$12.83	$12.83	$14.63	$16.06	**$16.50**	$0.44
Water Consumption Rate	2.99	3.10	3.18	3.19	3.62	**4.09**	0.47
Water Meter Replacement	0.00	0.00	0.00	3.50	3.50	**3.50**	0.00
Wastewater Base Rate	18.40	18.40	18.40	19.00	18.55	**18.65**	0.10
Wastewater Consumption Rate	4.61	4.72	4.77	4.77	4.72	**4.94**	0.22
Solid Waste	24.30	24.30	25.00	21.00	21.00	**23.00**	2.00

Annual Utility Cost Comparison

Charge	2026 Annual	2027 Annual	Monthly Increase	Annual Increase
Water fixed charge	$192.72	**$198.00**	$0.44	$5.28
Water consumption charge*	$477.84	**$539.88**	$5.17	$62.04
Meter Replacement	$42.00	**$42.00**	$0.00	$0.00
Wastewater fixed charge	$222.60	**$223.80**	$0.10	$1.20
Wastewater consumption charge*	$623.04	**$652.08**	$2.42	$29.04
Solid Waste Collection Fee	$252.00	**$276.00**	$2.00	$24.00
TOTAL UTILITIES COST	**$1,810.20**	**$1,931.76**	**$10.13**	**$121.56**

*Consumption based on monthly usage of 11 m^3.

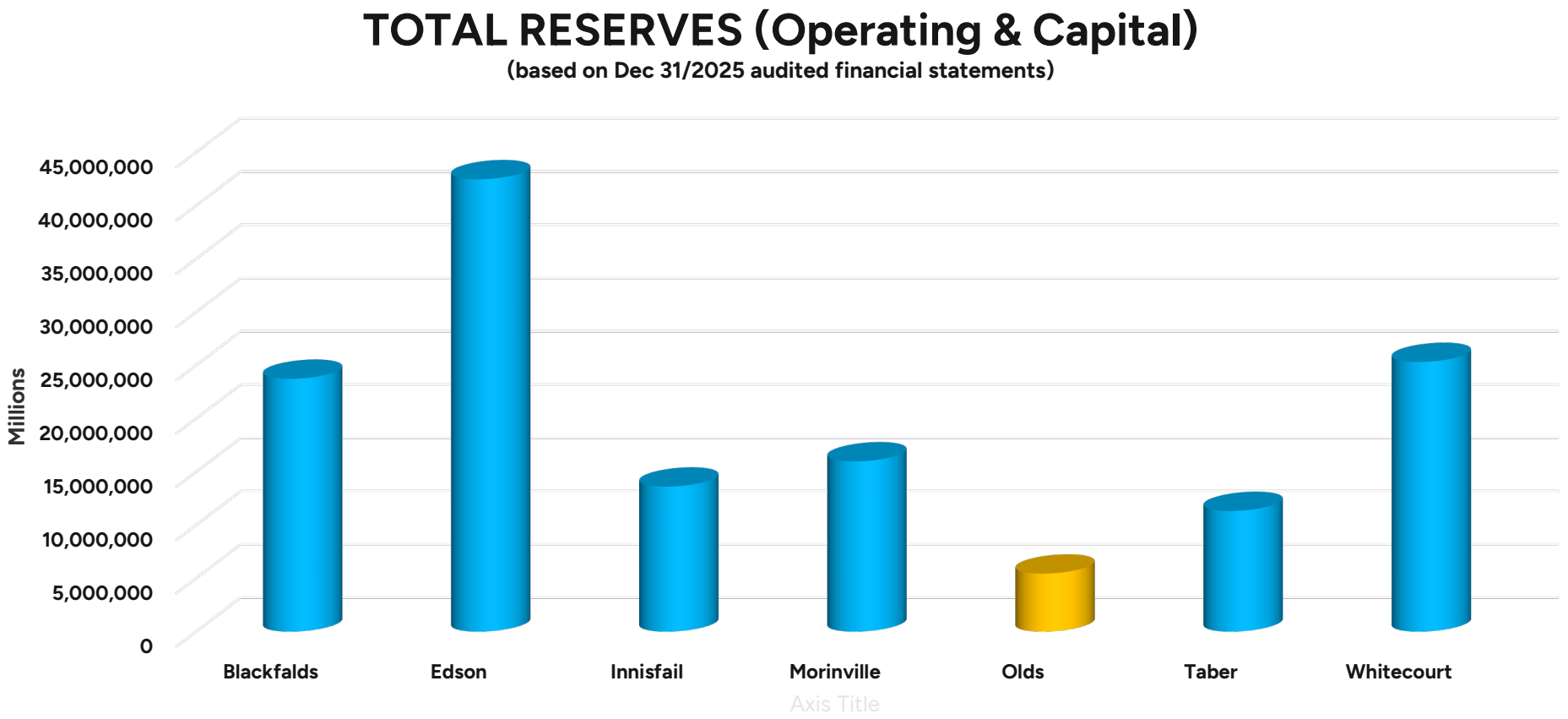
Reserves



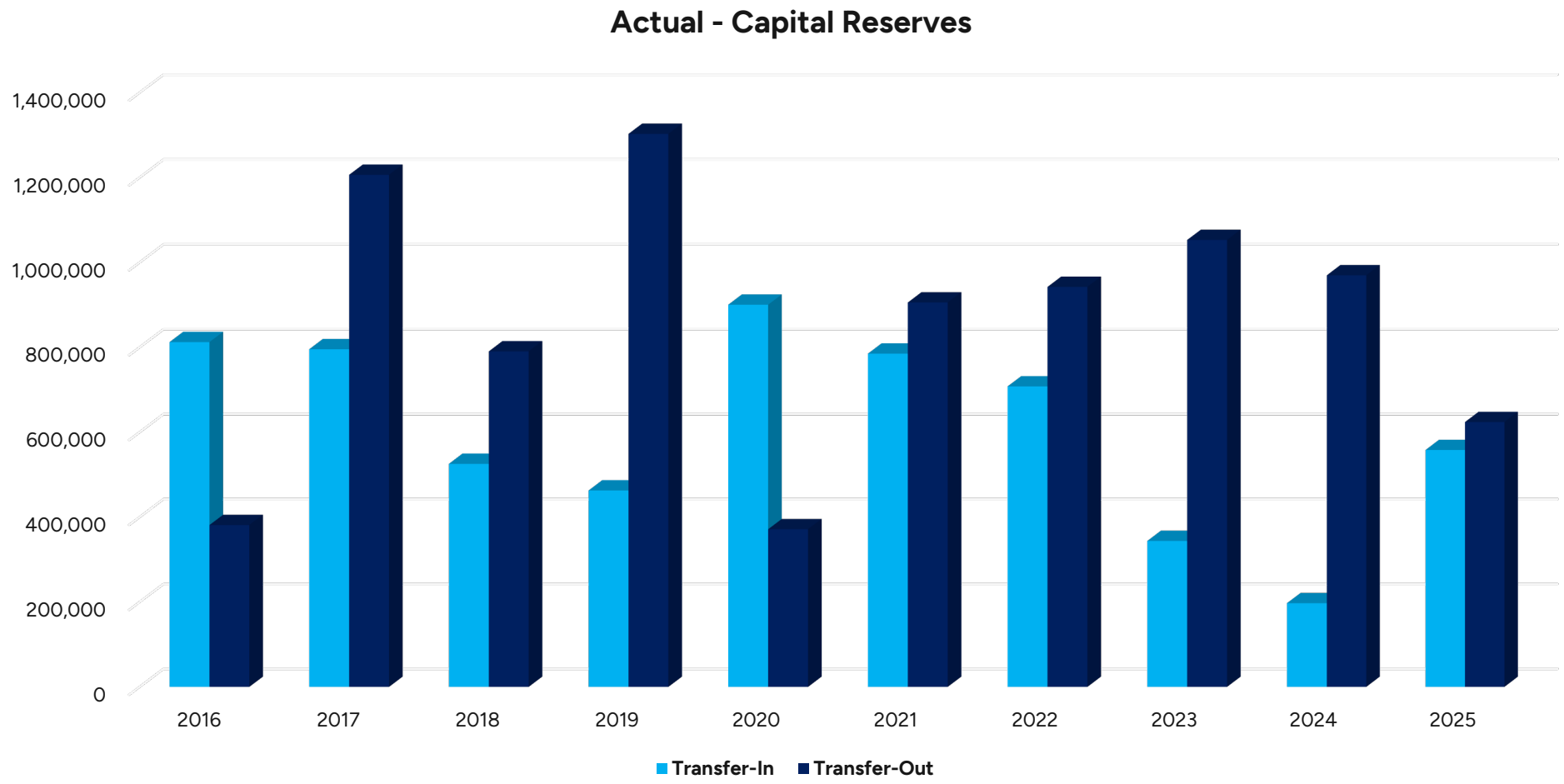
Why Reserves Matter:

Purpose	Example
✓ Plan for infrastructure and equipment replacement	Contribute annually toward replacing a fire truck, renewing roads, or upgrading a water reservoir.
✓ Respond to emergencies and unexpected costs	Pay for an urgent water main repair or additional snow removal during a severe winter.
✓ Stabilize taxes, utility rates, and service levels	Cover a temporary revenue shortfall or a one-time cost increase while Council considers longer-term budget adjustments.
✓ Reduce reliance on borrowing	Fund part of a capital project from savings, reducing the amount borrowed and the interest paid.
✓ Share costs fairly over time	Set aside part of today's utility revenues for future asset replacement so current users contribute to the wear and tear that occurs while they benefit from the system.
✓ Be ready when grant opportunities arise	Have the municipality's matching contribution available when a grant intake opens.

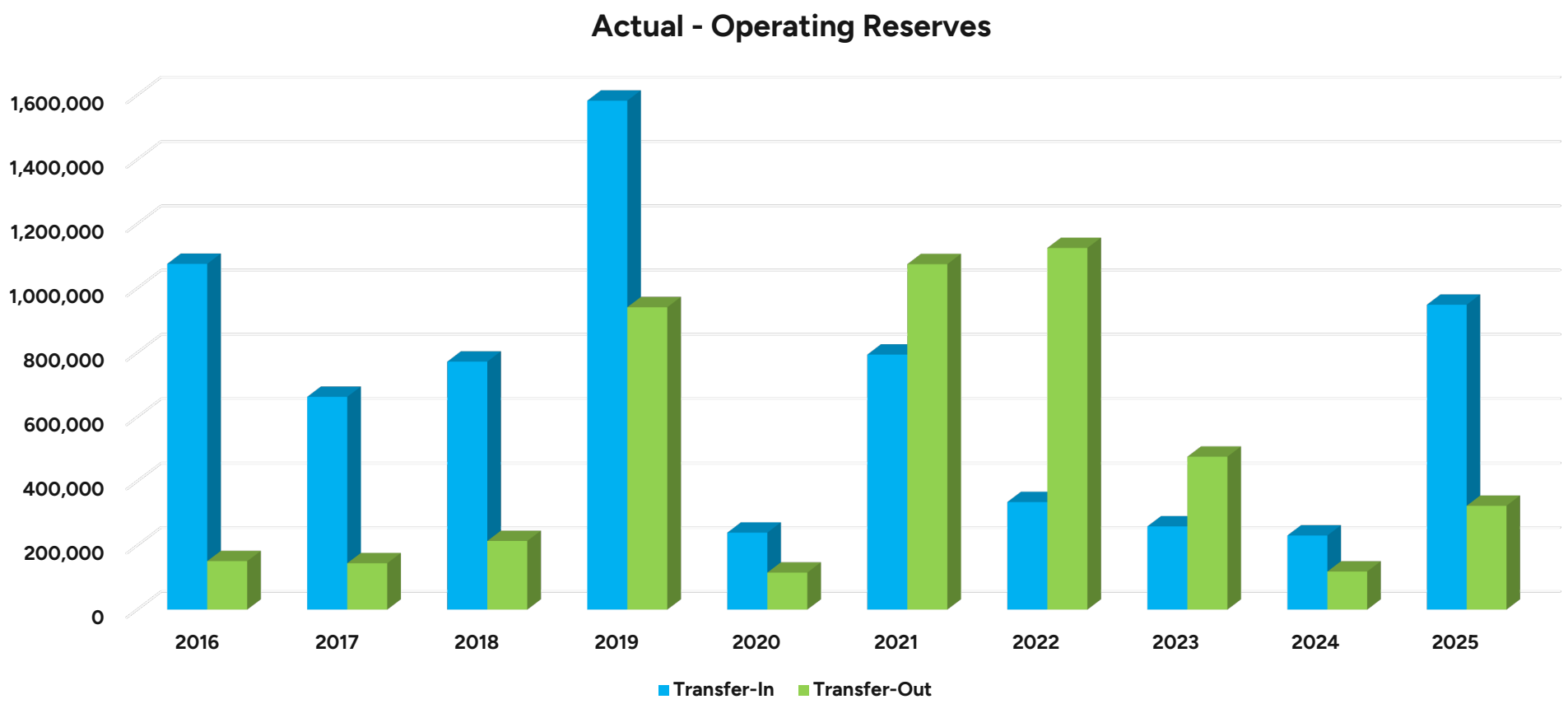
Historical Information



Historical Information



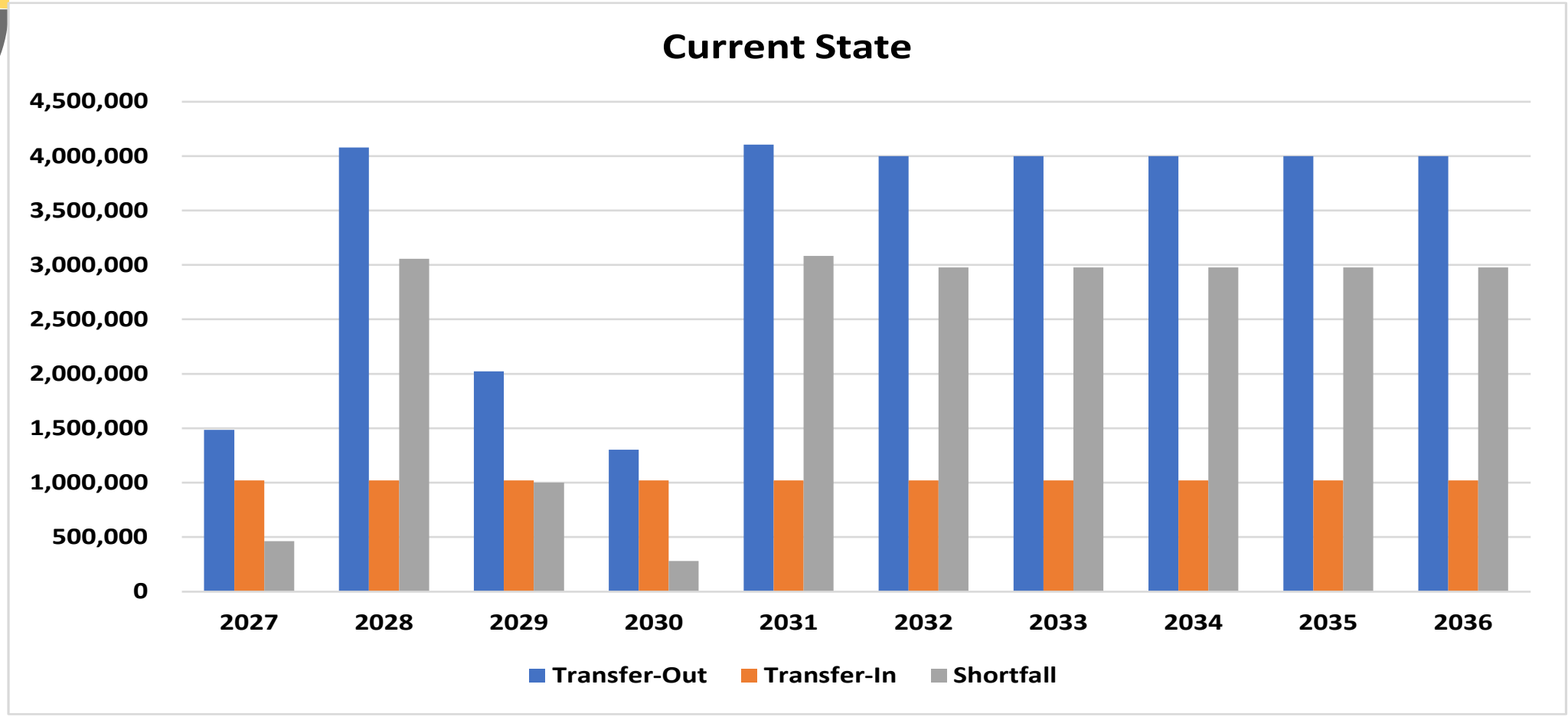
Historical Information



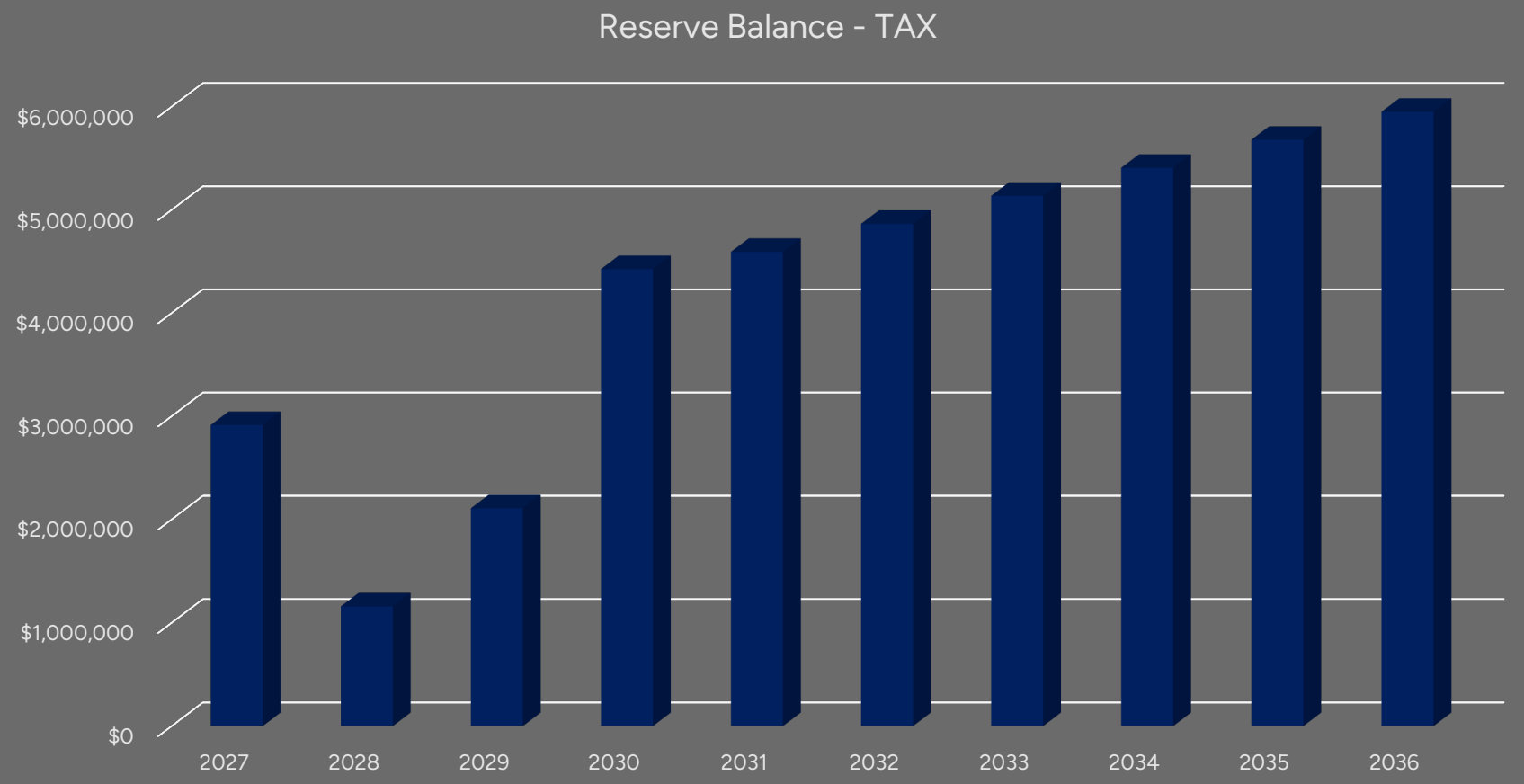
TOWN OF OLDS
5-YEAR CAPITAL PLAN

	2027	2028	2029	2030	2031	TOTAL
Administration/CAO	$ 945,000	$ 890,000	$ 805,250	$ 197,000	$ 100,000	$ 2,937,250
Protective Services	652,382	1,386,000	205,000	47,000	575,000	2,865,382
Community Services	829,598	3,479,500	1,255,900	3,050,500	3,114,100	11,729,598
Infrastructure Services	1,988,761	4,523,881	2,154,530	1,767,373	5,320,301	15,754,846
Utilities	715,000	672,000	410,000	410,000	1,600,000	3,807,000
	$ 5,130,741	$ 10,951,381	$ 4,830,680	$ 5,471,873	$ 10,709,401	$ 37,094,076

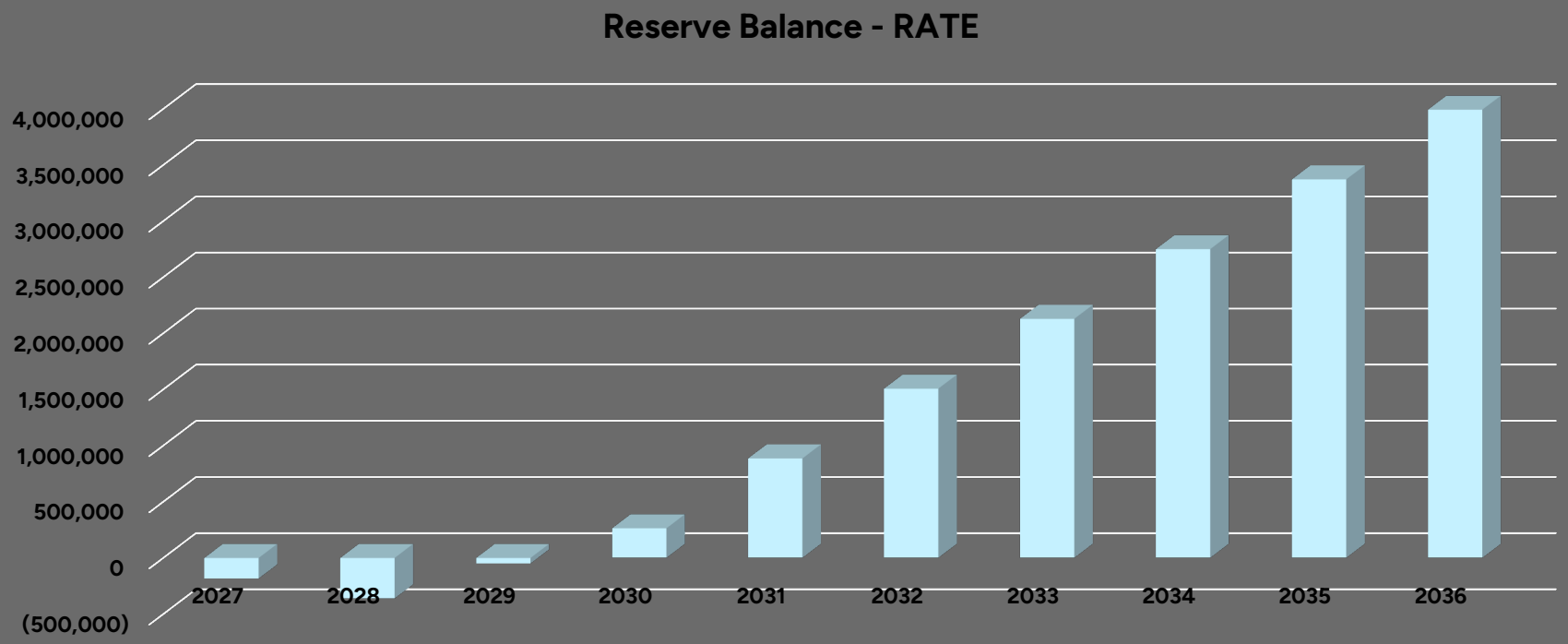
Funding Source:	2027	2028	2029	2030	2031	TOTAL
Reserves	2,200,348	4,750,056	2,431,665	1,713,335	4,204,513	15,299,917
Grant	2,611,347	2,665,000	2,140,005	2,140,000	2,140,000	11,696,352
Debt	0	500,000	0	1,387,373	3,500,000	5,387,373
Operations	82,000	117,000	95,900	62,000	98,500	455,400
Cost Sharing	237,046	1,219,325	63,110	169,165	766,388	2,455,034
Other	0	1,700,000	100,000	0	0	1,800,000
	5,130,741	10,951,381	4,830,680	5,471,873	10,709,401	37,094,076
Funded(Unfunded)	($0)	$0	$0	$0	$0	($0)


Current State
4,500,000
4,000,000
3,500,000
3,000,000
2,500,000
2,000,000
1,500,000
1,000,000
500,000
0
2027
2028
2029
2030
2031
2032
2033
2034
2035
2036
Transfer-Out
Transfer-In
Shortfall

Reserve Strategy – Tax



Reserve Strategy – Rate



Recommendation:

That Council increase reserve contributions by 5% of tax revenue in the 2027 Budget.

Conclusion

1. What initial direction is Council prepared to provide?
2. What further information does Council require?

Agenda for Tuesday, November 17, 2026

- Monday Recap 2027
- Reserve Strategy
- 2027 Capital Budget Introduction
  - Protective Services
  - Community Services
  - Infrastructure Services
  - Corporate Services
  - Office of the CAO
- Recap of Day 1 & 2
- Parking Lot Items
- Wrap Up

Capital Reserve Funding Options

Six scenarios for Council consideration

2026 value of a 1% tax increase:	Net book value at Dec. 31, 2025:	10-year reserve target (10% of NBV):	Estimated reserve at Dec. 31, 2026:
$130,000	**$64,080,240**	**$6,408,024**	**$2,728,501**

NBV excludes water, wastewater, solid waste, storm & sewer.

	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Annual tax increase for reserve funding						
2027 budget tax rate increase	5.00%	4.00%	3.00%	2.00%	3.00%	2.00%
2028 budget tax rate increase	5.00%	4.00%	3.00%	2.00%	3.50%	3.00%
2029 budget tax rate increase	5.00%	4.00%	3.00%	2.00%	4.00%	4.00%
2030 budget tax rate increase	5.00%	4.00%	3.00%	2.00%	4.50%	5.00%
2031 budget tax rate increase	5.00%	4.00%	3.00%	2.00%	5.00%	5.00%
Results by 2036	*All options: Capital funded $25,492,917 / Debt avoided $25,492,917*					
Reserve contributions	$36,214,450	$31,014,450	$25,814,450	$20,614,450	$30,364,450	$28,934,450
Reserve balance	**$13,450,034**	**$8,250,034**	**$3,050,034**	**($2,149,966)**	**$7,600,034**	**$6,170,034**
2027 property tax bill impact						
Proposed tax increase	6.23%	6.23%	6.23%	6.23%	6.23%	6.23%
Reserve funding increase	5.00%	4.00%	3.00%	2.00%	3.00%	2.00%
Total increase	11.23%	10.23%	9.23%	8.23%	9.23%	8.23%
Annual bill increase	$327.84	$301.40	$274.96	$248.52	$274.96	$248.52
Monthly bill increase	**$27.32**	**$25.12**	**$22.91**	**$20.71**	**$22.91**	**$20.71**

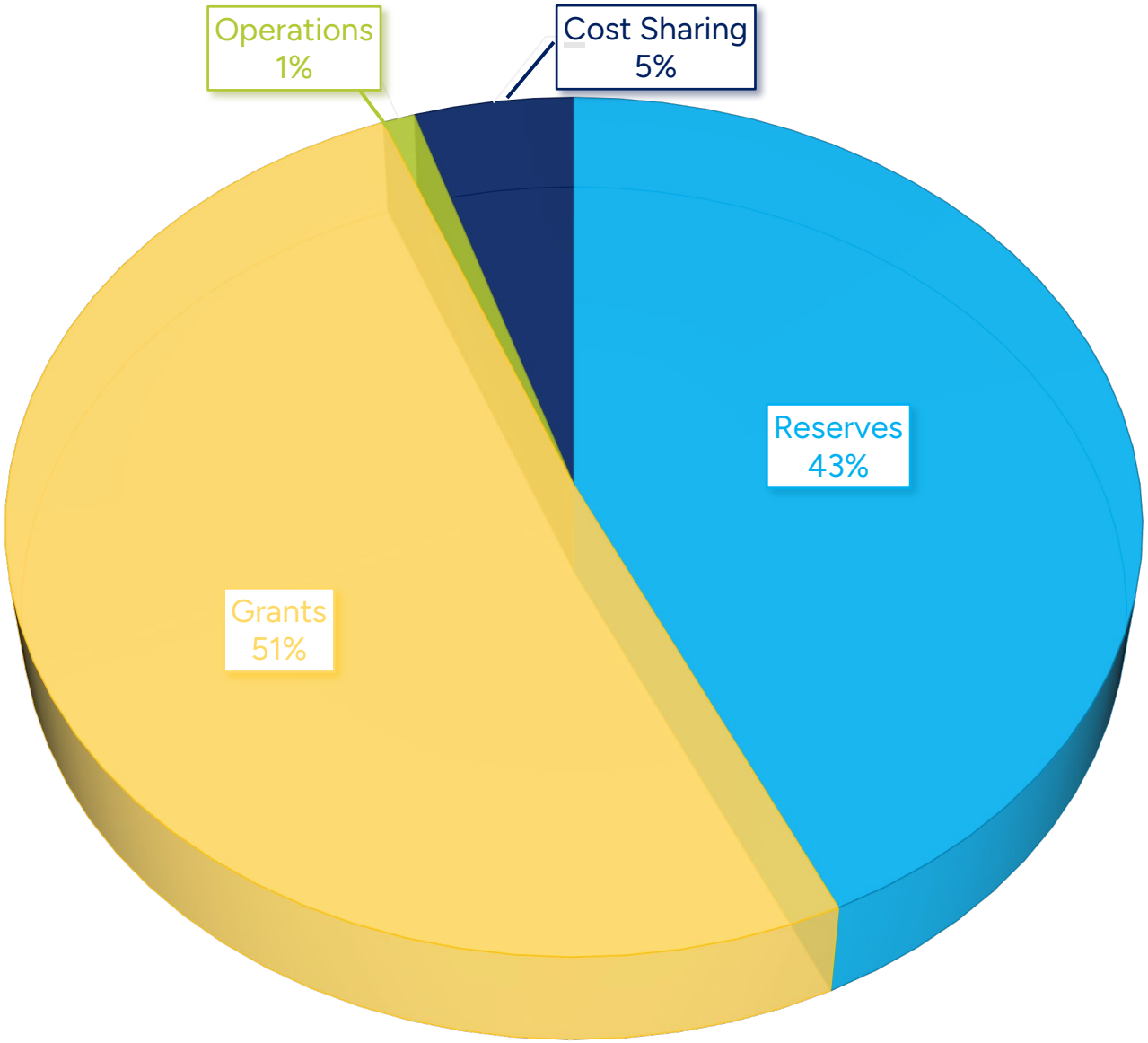
2027
Capital Budget



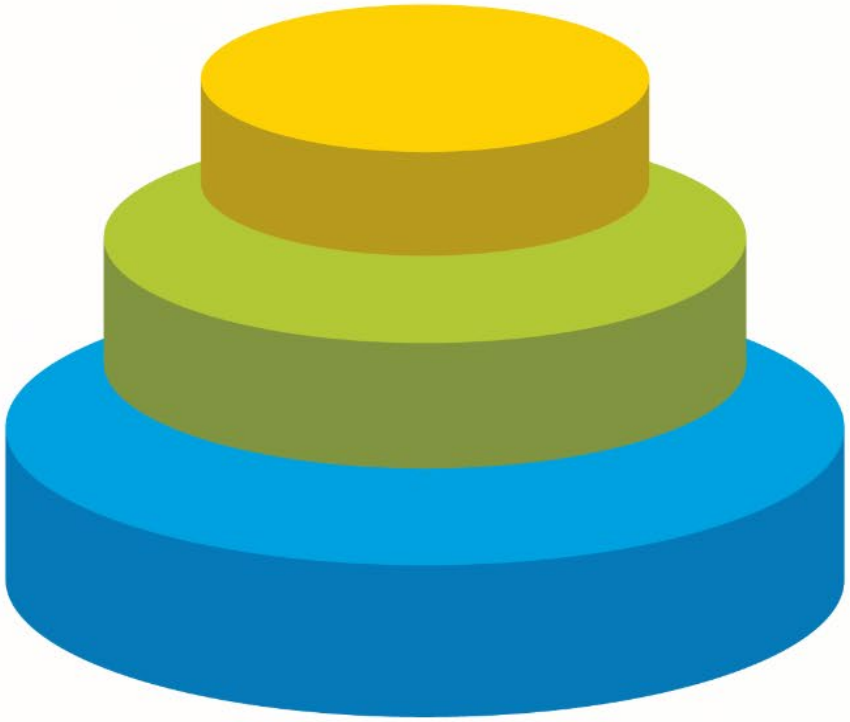
2027 Capital Budget

	2027
Administration	$ 945,000
RCMP	370,000
Fire Services	282,382
Fleet Replacement	295,000
Public Works	260,000
Municipal Improvement Program	1,433,761
Aquatic Center	373,330
Sportsplex	266,000
Parks	145,000
Sportsfields	33,000
Evergreen	12,268
Utilities	715,000
	$ 5,130,741

Funding



Infrastructure Investment Strategy



Discretionary

Environmental sustainability, high public support, enhanced community services.

Necessary

Council's strategic plan, new growth development, protect property, improve processes.

Mandatory

Legislated, regulated, enhance safety, supplement sustainable growth, critical to maintaining operations and service levels.

2027 Capital Budget By Project



Evergreen Roof Replacement

Department:	Common Services	**Budget Year:**	2027
Asset Type:	Facilities	**Start Date:**	2027-04-01
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-08-31

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 12,268	$ -	$ -	$ 12,268
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	12,268	-	-	12,268
Cost Share	-	-	-	-
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 12,268	$ -	$ -	$ 12,268
(Unfunded)	$ -	$ -	$ -	$ -

Hot Tub Retile

Department:	Aquatic Centre	**Budget Year:**	2027
Asset Type:	Facilities	**Start Date:**	2027-08-16
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-09-30

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 26,782	$ -	$ -	$ 26,782
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	26,782	-	-	26,782
Cost Share	-	-	-	-
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 26,782	$ -	$ -	$ 26,782
(Unfunded)	$ -	$ -	$ -	$ -

Financial Software – ERP*

Department:	Administration	**Budget Year:**	2027
Asset Type:	Fleet & Equipment	**Start Date:**	2027-01-01
Project Type:	New	**Est. Completion Date:**	2029-06-30

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 500,000	$ 750,000	$ 250,000	$ 1,500,000
Funding Source:				
Grants	500,000	750,000	250,000	1,500,000
Debt	-	-	-	-
Reserves	-	-	-	-
Cost Share	-	-	-	-
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 500,000	$ 750,000	$ 250,000	$ 1,500,000
(Unfunded)	$ -	$ -	$ -	$ -

**NOTE: ENTERPRISE RESOURCE PROGRAM (ERP)*

IT Software & Hardware Replacements

Department:	Administration	**Budget Year:**	2027
Asset Type:	Fleet & Equipment	**Start Date:**	2027-01-04
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-12-31

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 135,000	$ 45,000	$ 55,250	$ 235,250
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	135,000	45,000	55,250	235,250
Cost Share	-	-	-	-
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 135,000	$ 45,000	$ 55,250	$ 235,250
(Unfunded)	$ -	$ -	$ -	$ -

Valve Replacements

Department:	Aquatic Centre	**Budget Year:**	2027
Asset Type:	Facilities	**Start Date:**	2027-08-16
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-09-30

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 50,000	$ -	$ -	$ 50,000
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	50,000	-	-	50,000
Cost Share	-	-	-	-
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 50,000	$ -	$ -	$ 50,000
(Unfunded)	$ -	$ -	$ -	$ -

Ammonia Leak Protection

Department:	Sportsplex	**Budget Year:**	2027
Asset Type:	Facilities	**Start Date:**	2027-01-11
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-01-29

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 30,000	$ -	$ -	$ 30,000
Funding Source:				
Grants		-	-	-
Debt	-	-	-	-
Reserves	23,100	-	-	23,100
Cost Share	6,900	-	-	6,900
Other	-	-	-	-
Total Funding	$ 30,000	$ -	$ -	$ 30,000
(Unfunded)	$ -	$ -	$ -	$ -

Arena Boards

Department:	Sportsplex	**Budget Year:**	2027
Asset Type:	Facilities	**Start Date:**	2027-07-19
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-07-30

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 12,000	$ -	$ -	$ 12,000
Funding Source:				
Grants		-	-	-
Debt	-	-	-	-
Reserves	9,240	-	-	9,240
Cost Share	2,760	-	-	2,760
Other	-	-	-	-
Total Funding	$ 12,000	$ -	$ -	$ 12,000
(Unfunded)	$ -	$ -	$ -	$ -

Backhoe Replacement

Department:	Public Works	**Budget Year:**	2027
Asset Type:	Fleet & Equipment	**Start Date:**	2027-01-04
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-06-01

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 200,000	$ -	$ -	$ 200,000
Funding Source:				
Grants	200,000	-	-	200,000
Debt	-	-	-	-
Reserves	-	-	-	-
Cost Share	-	-	-	-
Other	-	-	-	-
Total Funding	$ 200,000	$ -	$ -	$ 200,000
(Unfunded)	$ -	$ -	$ -	$ -

Bay 3 Upgrades

Department:	Common Services	**Budget Year:**	2027
Asset Type:	Infrastructure	**Start Date:**	2027-04-01
Project Type:	New	**Est. Completion Date:**	2027-10-30

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 390,000	$ -	$ -	$ 390,000
Funding Source:				
Grants	341,668	-	-	341,668
Debt	-	-	-	-
Reserves	48,332	-	-	48,332
Cost Share	-	-	-	-
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 390,000	$ -	$ -	$ 390,000
(Unfunded)	$ -	$ -	$ -	$ -

Chemical Room Improvements

Department:	Aquatic Centre	**Budget Year:**	2027
Asset Type:	Facilities	**Start Date:**	2027-01-01
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-01-31

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 39,048	$ -	$ -	$ 39,048
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	30,067	-	-	30,067
Cost Share	8,981	-	-	8,981
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 39,048	$ -	$ -	$ 39,048
(Unfunded)	$ -	$ -	$ -	$ -

Community Energy Conservation

Department:	Fire	**Budget Year:**	2027
Asset Type:	Infrastructure	**Start Date:**	2027-01-01
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-06-01

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 174,630	$ -	$ -	$ 174,630
Funding Source:				
Grants	45,681	-	-	45,681
Debt	-	-	-	-
Reserves	128,949	-	-	128,949
Cost Share	-	-	-	-
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 174,630	$ -	$ -	$ 174,630
(Unfunded)	$ -	$ -	$ -	$ -

Concrete Pad for Water Fill

Department:	Public Works	**Budget Year:**	2027
Asset Type:	Land Improvement	**Start Date:**	2027-05-12
Project Type:	New	**Est. Completion Date:**	2027-05-31

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 40,000	$ -	$ -	$ 40,000
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	-	-	-	-
Cost Share	-	-	-	-
Operations	40,000	-	-	40,000
Other	-	-	-	-
Total Funding	$ 40,000	$ -	$ -	$ 40,000
(Unfunded)	$ -	$ -	$ -	$ -

Exterior Stairs

Department:	Sportsplex	**Budget Year:**	2027
Asset Type:	Land Improvement	**Start Date:**	2027-05-03
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-05-31

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 46,000	$ -	$ -	$ 46,000
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	35,420	-	-	35,420
Cost Share	10,580	-	-	10,580
Operations		-	-	-
Other	-	-	-	-
Total Funding	$ 46,000	$ -	$ -	$ 46,000
(Unfunded)	$ -	$ -	$ -	$ -

Firestopping

Department:	Sportsplex	**Budget Year:**	2027
Asset Type:	Facilities	**Start Date:**	2027-08-02
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-08-13

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 49,000	$ -	$ -	$ 49,000
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	37,730	-	-	37,730
Cost Share	11,270	-	-	11,270
Operations		-	-	-
Other	-	-	-	-
Total Funding	$ 49,000	$ -	$ -	$ 49,000
(Unfunded)	$ -	$ -	$ -	$ -

Domestic Hot Water Heat Exchanger

Department:	Sportsplex	**Budget Year:**	2027
Asset Type:	Facilities	**Start Date:**	2027-06-07
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-07-19

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 67,000	$ -	$ -	$ 67,000
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	51,590	-	-	51,590
Cost Share	15,410	-	-	15,410
Operations		-	-	-
Other	-	-	-	-
Total Funding	$ 67,000	$ -	$ -	$ 67,000
(Unfunded)	$ -	$ -	$ -	$ -

Hydraulic Rescue Tool Replacement

Department:	Fire	**Budget Year:**	2027
Asset Type:	Fleet & Equipment	**Start Date:**	2027-01-01
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-05-31

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 107,752	$ 45,000	$ 55,250	$ 208,002
Funding Source:				
Grants	15,000	-	-	15,000
Debt	-	-	-	-
Reserves	46,376	45,000	55,250	146,626
Cost Share	-	-	-	-
Operations	-	-	-	-
Other	46,376	-	-	46,376
Total Funding	$ 107,752	$ 45,000	$ 55,250	$ 208,002
(Unfunded)	$ -	$ -	$ -	$ -

Municipal Improvement Program

Department:	WasteWater	**Budget Year:**	2027
Asset Type:	Infrastructure	**Start Date:**	2027-01-01
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-09-30

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 1,433,761	$ 3,873,881	$ 1,567,530	$ 6,875,172
Funding Source:				
Grants	1,433,761	3,873,881	1,567,530	6,875,172
Debt	-	-	-	-
Reserves	-	-	-	-
Cost Share	-	-	-	-
Operations		-	-	-
Other	-	-	-	-
Total Funding	$ 1,433,761	$ 3,873,881	$ 1,567,530	$ 6,875,172
(Unfunded)	$ -	$ -	$ -	$ -

Municipal Infrastructure Program (MIP)– 5-year Schedule

2027	**49 Avenue**	Hwy 27 → 45 Street	**$1.43M**	Storm
2028	**57 Avenue + 67A Ave**	Sunrise Cr. → 3702 / Hwy 27 → Kasawal	**$3.87M**	Sanitary + strategic
2029	**53 Avenue + 45 Street**	Shannon → Silverpark / 55 Ave → 54 Ave	**$1.57M**	Sanitary
2030	**55 Street**	55 Ave → 53 Ave	**$1.53M**	Sanitary
2031	**50 Street + 68 St LS**	52 Ave → 50 Ave / lift station	**$4.40M**	Sanitary + strategic

Main Pool Drain, Partial Retile & Regrout

Department:	Aquatic Centre	**Budget Year:**	2027
Asset Type:	Facilities	**Start Date:**	2027-08-16
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-09-30

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 117,500	$ -	$ -	$ 117,500
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	90,475	-	-	90,475
Cost Share	27,025	-	-	27,025
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 117,500	$ -	$ -	$ 117,500
(Unfunded)	$ -	$ -	$ -	$ -

North Reservoir – Flow Meters

Department:	Water	**Budget Year:**	2027
Asset Type:	Infrastructure	**Start Date:**	2027-06-01
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-07-30

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 250,000	$ -	$ -	$ 250,000
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	250,000	-	-	250,000
Cost Share	-	-	-	-
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 250,000	$ -	$ -	$ 250,000
(Unfunded)	$ -	$ -	$ -	$ -

O.R. Hedges Ball Diamond Fencing

Department:	Sportsfields	**Budget Year:**	2027
Asset Type:	Infrastructure	**Start Date:**	2027-01-01
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-12-31

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 33,000	$ 55,000	$ 55,000	$ 143,000
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	33,000	55,000	55,000	143,000
Cost Share	-	-	-	-
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 33,000	$ 55,000	$ 55,000	$ 143,000
	$ -	$ -	$ -	$ -

O.R. Hedges Playground Replacement

Department:	Parks	**Budget Year:**	2027
Asset Type:	Land Improvement	**Start Date:**	2027-09-01
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-09-30

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 145,000	$ -	$ -	$ 145,000
Funding Source:				
Grants	72,500	-	-	72,500
Debt	-	-	-	-
Reserves	-	-	-	-
Cost Share	-	-	-	-
Operations	-	-	-	-
Other	72,500	-	-	72,500
Total Funding	$ 145,000	$ -	$ -	$ 145,000
(Unfunded)	$ -	$ -	$ -	$ -

Resurface Pool Deck & Changeroom Areas

Department:	Aquatic Centre	**Budget Year:**	2027
Asset Type:	Facilities	**Start Date:**	2027-08-16
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-09-30

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 140,000	$ -	$ -	$ 140,000
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	107,800	-	-	107,800
Cost Share	32,200	-	-	32,200
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 140,000	$ -	$ -	$ 140,000
(Unfunded)	$ -	$ -	$ -	$ -

Program Logic Control Upgrades

Department:	Water	**Budget Year:**	2027
Asset Type:	Infrastructure	**Start Date:**	2027-03-01
Project Type:	New	**Est. Completion Date:**	2027-04-30

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 20,000	$ -	$ -	$ 20,000
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	20,000	-	-	20,000
Cost Share	-	-	-	-
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 20,000	$ -	$ -	$ 20,000
(Unfunded)	$ -	$ -	$ -	$ -

Roof Replacement

Department:	RCMP	**Budget Year:**	2027
Asset Type:	Facilities	**Start Date:**	2027-04-01
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-08-30

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 300,000	$ -	$ -	$ 300,000
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	300,000	-	-	300,000
Cost Share	-	-	-	-
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 300,000	$ -	$ -	$ 300,000
(Unfunded)	$ -	$ -	$ -	$ -

Salt & Sand Shed Door Replacement

Department:	Public Works	**Budget Year:**	2027
Asset Type:	Facilities	**Start Date:**	2027-04-01
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-04-23

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 20,000	$ -	$ -	$ 20,000
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	20,000	-	-	20,000
Cost Share	-	-	-	-
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 20,000	$ -	$ -	$ 20,000
(Unfunded)	$ -	$ -	$ -	$ -

Scada Network Replacement

Department:	Water	**Budget Year:**	2027
Asset Type:	Infrastructure	**Start Date:**	2027-06-01
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-07-30

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 30,000	$ -	$ -	$ 30,000
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	30,000	-	-	30,000
Cost Share	-	-	-	-
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 30,000	$ -	$ -	$ 30,000
(Unfunded)	$ -	$ -	$ -	$ -

Scissor Lift

Department:	Sportsplex	**Budget Year:**	2027
Asset Type:	Facilities	**Start Date:**	2027-01-01
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-01-29

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 12,000	$ -	$ -	$ 12,000
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	9,240	-	-	9,240
Cost Share	2,760	-	-	2,760
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 12,000	$ -	$ -	$ 12,000
(Unfunded)	$ -	$ -	$ -	$ -

Sewer Push Camera

Department:	WasteWater	**Budget Year:**	2027
Asset Type:	Fleet & Equipment	**Start Date:**	2027-02-01
Project Type:	New	**Est. Completion Date:**	2027-03-05

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 15,000	$ -	$ -	$ 15,000
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	15,000	-	-	15,000
Cost Share	-	-	-	-
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 15,000	$ -	$ -	$ 15,000
(Unfunded)	$ -	$ -	$ -	$ -

Arena Roof Replacement

Department:	Sportsplex	**Budget Year:**	2027
Asset Type:	Facilities	**Start Date:**	2027-01-01
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2028-12-31

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 50,000	$ 2,900,000	$ -	$ 2,950,000
Funding Source:				
Grants	-	525,000	-	525,000
Debt	-	-	-	-
Reserves	38,500	1,708,000	-	1,746,500
Cost Share	11,500	667,000	-	678,500
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 50,000	$ 2,900,000	$ -	$ 2,950,000
(Unfunded)	$ -	$ -	$ -	$ -

Sunshine Bus Replacement

Department:	Sunshine Bus	**Budget Year:**	2027
Asset Type:	Fleet & Equipment	**Start Date:**	2027-05-01
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-09-30

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 170,000	$ -	$ -	$ 170,000
Funding Source:				
Grants	85,417	-	-	85,417
Debt	-	-	-	-
Reserves	84,583	-	-	84,583
Cost Share	-	-	-	-
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 170,000	$ -	$ -	$ 170,000
(Unfunded)	$ -	$ -	$ -	$ -

Water Meter Replacement Program

Department:	Water	**Budget Year:**	2027
Asset Type:	Infrastructure	**Start Date:**	2027-02-02
Project Type:	Asset Renewal/Rehabilitation	**Est. Completion Date:**	2027-09-01

Project Forecast:

	2027	2028	2029	Total
Funding Request	$ 400,000	$ 400,000	$ 400,000	$ 1,200,000
Funding Source:				
Grants	-	-	-	-
Debt	-	-	-	-
Reserves	400,000	400,000	400,000	1,200,000
Cost Share	-	-	-	-
Operations	-	-	-	-
Other	-	-	-	-
Total Funding	$ 400,000	$ 400,000	$ 400,000	$ 1,200,000
(Unfunded)	$ -	$ -	$ -	$ -

2027 Budget

Debt



- Debt to be incurred in 2027 is projected to be $NIL

	2027	2028	2029	2030	2031
Town Imposed Debt Limit					
Total debt limit	$32,450,164	$32,983,404	$33,525,503	$34,076,609	$34,636,874
Less: total debt	19,746,526	18,589,021	17,395,565	16,165,028	14,896,245
Unused debt limit	**$12,703,638**	**$14,394,383**	**$16,129,938**	**$17,911,581**	**$19,740,629**
Debt service limit	$7,450,112	$7,572,580	$7,697,083	$7,823,656	$7,952,333
Total debt service	1,733,928	1,733,928	1,733,928	1,733,928	1,733,928
Unused debt service limit	**$5,716,184**	**$5,838,652**	**$5,963,155**	**$6,089,728**	**$6,218,405**

DEBENTURE SCHEDULE

							PRINCIPAL			Interest		
DEBENTURE	PROJECT NAME	PRINCIPAL	ISSUE DATE	MATURITY DATE	INTEREST RATE	BALANCE DEC. 31, 2026	2027 PAYMENT	2028 PAYMENT	2029 PAYMENT	2027 PAYMENT	2028 PAYMENT	2029 PAYMENT
4001292	Fire Hall	$3,200,000	27-Sep-11	15-Mar-42	3.3315%	$2,039,356	$102,427	$105,867	$109,424	$67,095	$63,654	$60,098
4002389	NW Development	$2,357,500	14-Nov-17	15-Mar-38	3.2160%	$1,534,960	$112,264	$115,904	$119,661	$48,469	$44,829	$41,072
4002451	Rotary Athletic Park	$3,165,000	09-Apr-18	17-Sep-38	3.2090%	$2,133,806	$148,358	$153,157	$158,112	$67,293	$62,494	$57,540
4002586	70 Ave Upgrades	$1,930,000	09-Apr-18	17-Jun-39	2.6050%	$1,320,210	$90,619	$92,995	$95,434	$33,805	$31,429	$28,991
4002757	Operations Centre	$10,734,023	29-Aug-19	15-Jun-50	2.6380%	$9,065,951	$282,794	$290,304	$298,012	$237,307	$229,798	$222,089
4002388	OICRD	$10,108,805	14-Nov-17	15-Mar-43	3.3620%	$4,774,829	$386,185	$399,277	$412,814	$157,311	$144,218	$130,682
					TOTAL	$20,869,113	$1,122,648	$1,157,505	$1,193,456	$611,280	$576,423	$540,471

- Annual principal & interest payments: 2027 $1,733,928 • 2028 $1,733,928 • 2029 $1,733,928
- Principal and interest payments represent 5.18% of total expenses