2026 Budget

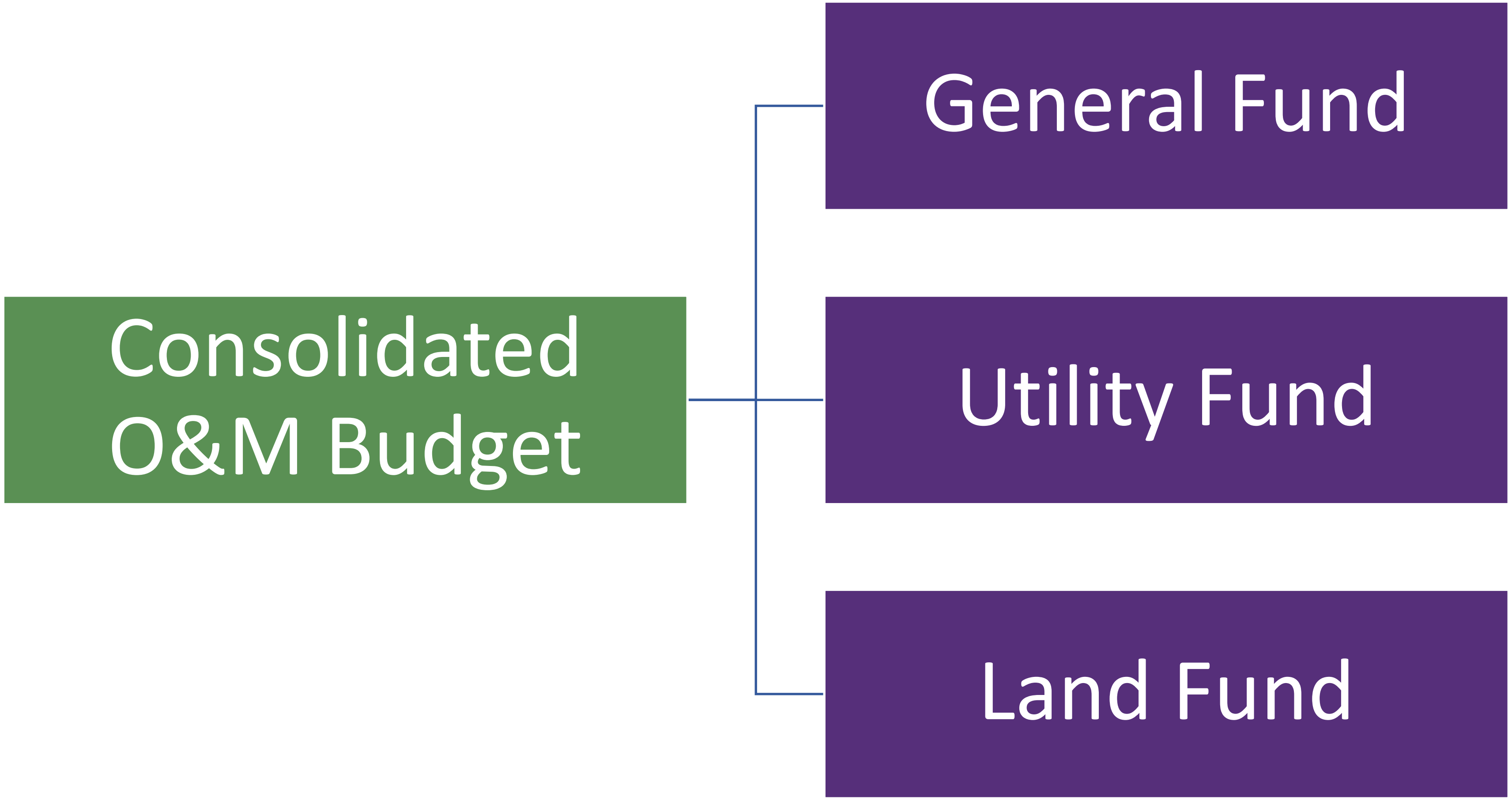
- Cycle 1 -

Finance Committee Presentation

November 26th, 2025

Agenda

- Town Fund Accounts
- Budget Timeline
- Planning Process
- Strategic Plan
- 2026 Budget Survey Results
- 2026 O&M Budget
- 2026 Capital Budget


Consolidated O&M Budget
General Fund
Utility Fund
Land Fund

General Fund

The **General Fund** serves as the primary operating Fund for the Town. It is designed to account for all financial activities that do not fall under specialized funds. Here are its key features:

1. **Purpose:**
   - The General Fund consolidates the Town's financial activities not allocated to other special funds.
2. **Revenue Sources:**
   - This fund collects general revenues, such as taxes, fees, fines, and grants which are not earmarked for particular purposes.
3. **Expenditures:**
   - It supports the Town's core functions and services, including public safety, administration, public works, and recreation.

General Fund

4. **Interfund Accounts:**
    - If any revenue or expenditure is connected to another specific fund, these are recorded via interfund accounts to ensure proper allocation and accounting.

This fund acts as the financial foundation, ensuring that the Town operates smoothly, and resources are utilized efficiently for general governmental purposes.

Utility Fund

The **Utility Fund** is a specialized fund used to manage the financial activities related to the Town's water and sewer systems. Key aspects of this fund include:

1. **Purpose:**
   - It accounts for all operations involving the Town's water and sewer systems.
   - This includes the supply, processing, and distribution of potable water, as well as the collection, treatment, and disposal of sewage and stormwater.
2. **Activities Covered:**
   - Establishment and maintenance of infrastructure, including buildings, equipment, and works.
   - Day-to-day operations and long-term upkeep of water and sewer services.
3. **Financial Structure:**
   - It operates as a **self-liquidating fund**, meaning revenues generated (e.g., from user fees, service charges) are expected to cover or exceed operational and maintenance costs annually.
   - This ensures the sustainability of services without requiring external subsidies from other Town funds.

The **Utility Fund** ensures the Town can maintain essential water and sewer services while remaining financially autonomous.

Land Fund

The **Land Fund** is a dedicated financial fund used to manage the Town's land-related activities. Key characteristics of this fund include:

1. **Purpose:**
   - To account for financial activities related to the acquisition, development, disposal, and rental of municipal land.
2. **Revenue Sources:**
   - Revenues are generated from land sales, leases, and other related charges.
3. **Expenditure Coverage:**
   - The Land Fund operates **independently of the General Fund**.
   - All expenditures for land-related activities are covered exclusively by the revenues it generates, ensuring financial self-sufficiency.

This fund supports the Town's ability to manage and develop its land resources without impacting the general operations budget.

Financial Management

The financial management practices for the Town's funds are structured to ensure transparency, compliance, and accountability. Key points include:

1. **Banking and Fund Management:**
    - All monies collected and disbursed for both the General Fund and the Utility Fund are deposited into the General Fund's bank account.
    - Interfund accounts are used to appropriately account for transactions related to the Utility Fund.
2. **Bank Security:**
    - All accounts are maintained at a bank approved by a resolution of council, ensuring proper oversight and security of funds.

Financial Management

3. Budgeting:

- An annual budget is adopted, covering the financial activities of the General Fund, Utility Fund, and Land Fund.
- Expenditures and disbursements are strictly aligned with the budget and adhere to the Cities, Towns, and Villages Act.

4. Financial Reporting and Auditing:

- Comprehensive financial statements are prepared annually for all funds.
- These statements are audited by a professional accounting firm, appointed through a resolution of council, to ensure accuracy and compliance with financial regulations.

These practices provide a robust framework for managing the Town’s finances, ensuring that all funds are used effectively and transparently.

2026 Budget Timeline

Survey for Community Input and Feedback

Draft Budget

Consultation with Finance Committee
November 26, 2025

Presentation to Standing Committee of Council
December 1, 2025

Final Approval Presentation to Council
December 15, 2025

Planning Process

Strategic Plan

A SUSTAINABLE COMMUNITY (2026 Tactics)

INFRASTRUCTURE

- Continue development work on the new Solid Waste Management Facility (funding, design, public engagement).
- Advance Woodland Drive North and Riverview Drive North water & sewer replacements
- Begin design and engagement for new Cemetery site (rezoning, detailed design).
- Ongoing progress on the new Water Treatment Plant (grant applications, partnership development).

CLIMATE & ENVIRONMENT

- Complete the Waste Management Plan.
- Continue development of the Climate Change Adaptation Plan.
- Advance Wildland–Urban Interface (WUI) program (training, deployments, equipment planning).
- Continue Community Wildfire Protection Plan updates and early implementation measures.
- Advance flood mitigation projects: West Channel berm, Airport Road design, Lift Station 1 flood-proofing, backflow prevention.

Strategic Plan

A COMMUNITY FOR EVERYONE (2026 Tactics)

TRUTH & RECONCILIATION & INDIGENOUS PARTNERSHIPS

- Advance the Healthy Community Strategy (HCC coordinator, shared priorities with Indigenous governments).
- Continue formal engagement: quarterly meetings, participation on committees, check-ins.
- Continue development of mutually beneficial agreements (recreation spaces, emergency services agreements).

COMMUNITY WELLNESS & CULTURE

- Implement annual programs and events supporting community recognition, arts & culture, and social wellness.
- Support delivery of Healthy Communities Strategy (professional development, communication, committee improvements).
- Ongoing community pride and marketing initiatives (branding development continues into 2026).

Strategic Plan

A THRIVING ECONOMY (2026 Tactics)

HOUSING & LAND DEVELOPMENT

- Implement actions under the CMHC Housing Accelerator program.
- Advance Agriculture Plan, NFTI remediation follow-up, and land sales preparation.

ECONOMIC DEVELOPMENT

- Begin implementation of the Community Economic Development Plan.
- Continue planning and engagement to support commercial fishing revitalization.
- Provide support to revitalize the Chamber of Commerce.

MINING SUPPORT

- Continue implementation of Pine Point Mine MOU.
- Begin coordinated government, industry, and Indigenous government engagement to support the mine.
- Start work on determining and preparing land availability for industry and workforce growth.

Strategic Plan

EFFECTIVE GOVERNANCE(2026 Tactics)

COMMUNICATIONS & ENGAGEMENT

- Begin work on a Comprehensive Communications Strategy (audit, audience identification).
- Provide communications training to Council.
- Expand public information practices (meeting summaries, engagement consistency).

ORGANIZATIONAL CULTURE & WORKFORCE

- Develop and implement recruitment & retention frameworks.
- Establish initial components of succession planning (role identification, skills assessment).
- Expand health & safety system (procedures, SDS system, training, Safety Officer recruitment).
- Prepare for innovation initiatives (2026: feasibility work for enterprise systems, conference participation).

RESOURCE OPTIMIZATION

- Begin major cost-of-service studies and revenue reviews.
- Begin AI feasibility and pilot design (study, policy development).
- Advance Asset Management System rollout (Recreation, PS asset buildout).
- Strengthen capacity for grant applications (staffing, process development).
- Continue Town Hall facility planning and decision-making (RFP or financing plan).

2026 Budget Survey Results

Background	Online and manual collection
	87 respondents
Respondent Overall Satisfaction	54.12% Dissatisfied-Very Dissatisfied
	45.88% Neutral-Satisfied
Service Level Satisfaction	Satisfied: Ambulance & Fire; Recreation; Green Spaces, Waste Collection; Utility Service
	Dissatisfied: Roads & Sidewalk maintenance; Bylaw Enforcement; Land Development; Economic Development; Tourism Development, Landfill Management
Service Level Changes	Prioritize: Roads and Sidewalks (nearly 70%); Water & sewer systems (38-40%)
	Possible Reductions: Economic Development; Land Development; Tourism Development; Recreation Programming; Vegetation Management

2026 Budget Survey Results

Taxes	22.50% Reduce services to reduce taxes and user fees
	63.75% Maintain services, no tax or user fee increases
	13.75 % Increase taxes and user fees to maintain or expand services
Issues facing Town	Adequate Housing
	Job Opportunities
	Quality/Availability of Services
	Recreation & Lifestyle
	Cost of Living
	Public Safety
Economic Development Priorities	Attracting New Businesses
	Housing Affordability & Development
	Supporting Existing Businesses
	Transportation & Logistics Infrastructure

2026 Operations & Maintenance Budget

2026 O&M Budget Highlights

Fees & Charges

- Water/Sewer estimated inflationary increase of 3%
- Tipping fees increase by $2/100kg, as per Fees and Charges Bylaw
- Residential Waste Processing Levy - $26/mth ($9/mth Corridor)Rate review for Water/Sewer, Recreation, and Fire Protection pending
- Introduction of summer water rates to support community beautification

Contribution to Capital

- Any net revenue over expense to be allocated to reserves to fund capital projects. The budget is projected to contribute $2.65M to capital in 2026.

Service Levels

- Increased resources to support health and safety program operations
- Reducing costs for snow clearing through in-house services
- Reduction of rental equipment for the landfill through purchase of compactor
- Increased spend on Lagoon cleanup & maintenance for Water Licensing requirements
- Resources to advance Town’s Economic Development Plan
- Funds to support advancement of Healthy Community Strategy

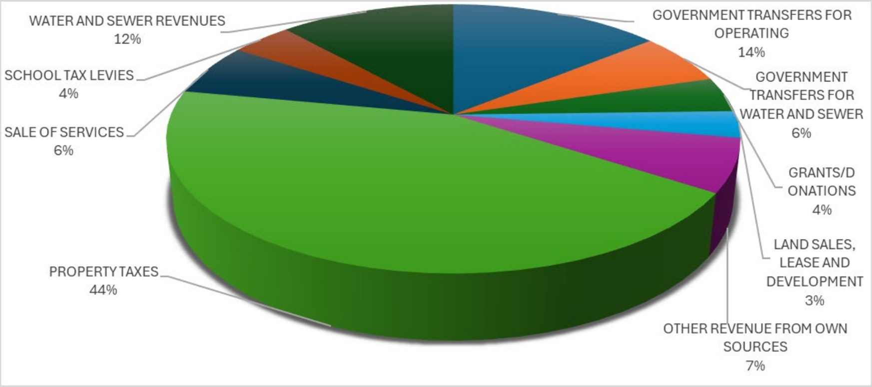
Property Tax Revenues

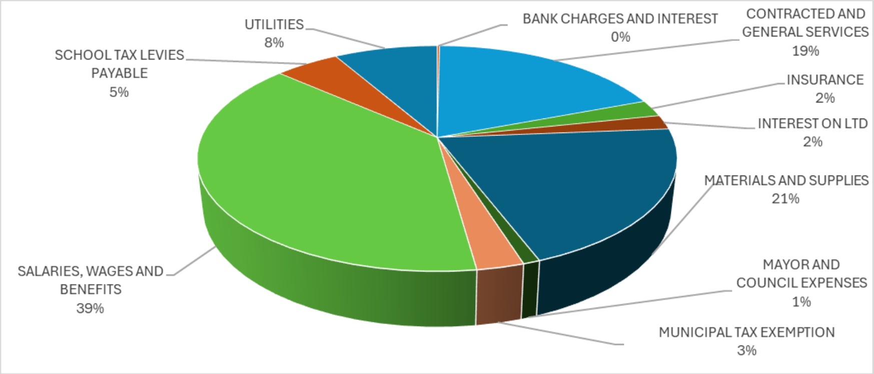
2026 proposed rates

Code	Property Class	2025 Mill Rate	2026 Rate Increase	2026 Mill Rate	Grantable	Taxable	Total	**Change**
1	Residential	$ 14.49	5.90%	$ 15.35	79,904.86	2,914,644.04	2,994,548.90	$166,835
2	Commercial	$ 18.65	6.90%	$ 19.93	137,392.61	1,367,323.90	1,504,716.51	$97,124
3	Industrial	$ 21.06	6.90%	$ 22.51	571,714.50	598,015.29	1,169,729.79	$75,502
4	Institutional	$ 46.87	8.90%	$ 51.04	2,347,505.17	64,416.88	2,411,922.04	$197,118
5	Urban Other	$ 15.40	6.90%	$ 16.46	-	-	-	$0
6	Rural Residential Developed	$ 13.07	5.90%	$ 13.84	-	206,304.91	206,304.91	$11,494
7	Rural Residential Non-developed	$ 13.18	5.90%	$ 13.96	-	6,351.69	6,351.69	$354
8	Rural Commercial	$ 14.01	6.90%	$ 14.97	-	-	-	$0
9	Rural Industrial Developed	$ 13.97	6.90%	$ 14.94	-	4,929.85	4,929.85	$318
11	Rural Agriculture	$ 13.97	6.90%	$ 14.94	-	52,540.24	52,540.24	$3,391
12	Rural Quarries and Minerals	$ 13.97	6.90%	$ 14.94	5,404.91	-	5,404.91	$349
					3,141,922.05	**5,214,526.79**	**8,356,448.84**	**$552,484**

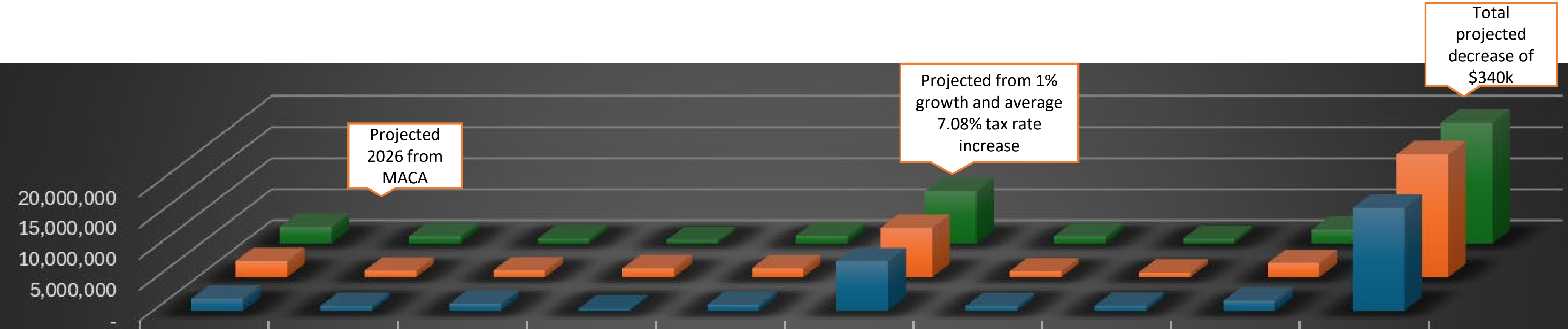
2026 Consolidated Total

OPERATIONS	2025 YTD	2025 Budget	2026 Budget	Variance	% Variance
REVENUE					
GOVERNMENT TRANSFERS FOR OPERATING	1,955,576	2,622,000	2,739,000	117,000	4%
GOVERNMENT TRANSFERS FOR WATER AND SEWE	791,820	1,089,000	1,202,000	113,000	10%
GRANTS/DONATIONS	1,179,706	1,130,000	820,000	(310,000)	-27%
LAND SALES, LEASE AND DEVELOPMENT	383,430	1,459,000	620,000	(839,000)	-58%
OTHER REVENUE FROM OWN SOURCES	1,022,496	1,442,800	1,293,300	(149,500)	-10%
PROPERTY TAXES	7,983,807	7,972,000	8,481,700	509,700	6%
SALE OF SERVICES	758,581	972,350	1,206,100	233,750	24%
SCHOOL TAX LEVIES	794,536	790,000	790,000	-	0%
WATER AND SEWER REVENUES	1,655,977	2,291,000	2,276,000	(15,000)	-1%
Total REVENUES	**16,525,929**	**19,768,150**	**19,428,100**	**(340,050)**	**-2%**
EXPENSE					
BANK CHARGES AND INTEREST	24,102	64,500	48,000	(16,500)	-26%
CONTRACTED AND GENERAL SERVICES	2,336,889	3,362,500	3,596,600	234,100	7%
INSURANCE	295,451	345,000	345,000	-	0%
INTEREST ON LTD	254,319	300,000	340,000	40,000	13%
MATERIALS AND SUPPLIES	2,508,856	4,571,250	3,165,500	(1,405,750)	-31%
MAYOR AND COUNCIL EXPENSES	117,717	156,700	190,500	33,800	22%
MUNICIPAL TAX EXEMPTION	329,001	306,000	340,000	34,000	11%
PROVISION FOR BAD DEBTS		40,000	50,000	10,000	25%
SALARIES, WAGES AND BENEFITS	4,749,298	5,748,200	6,167,500	419,300	7%
SCHOOL TAX LEVIES PAYABLE	634,736	790,000	790,000	-	0%
UTILITIES	1,020,459	1,834,000	1,715,000	(119,000)	-6%
Total EXPENSES	**12,270,827**	**17,518,150**	**16,748,100**	**(770,050)**	**-4%**
Contribution to Capital	**4,255,102**	**2,250,000**	**2,680,000**	**430,000**	**19%**



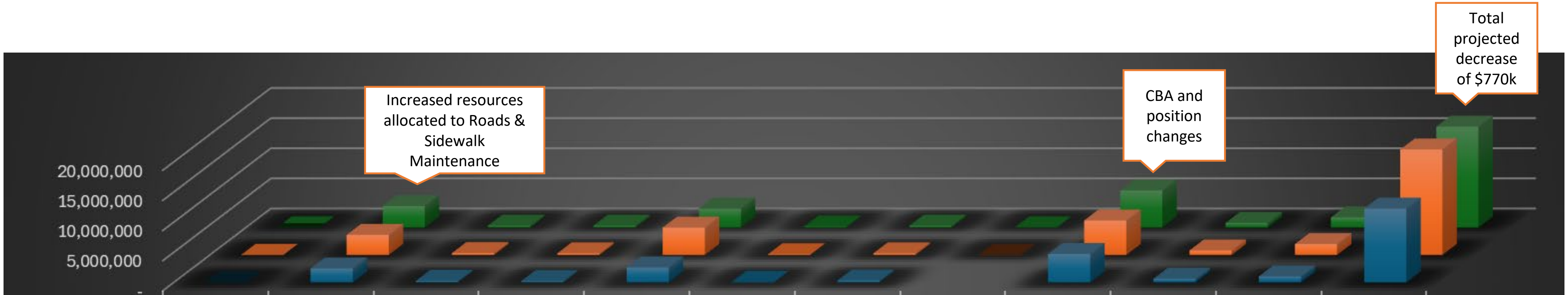


2026 Revenue Highlights



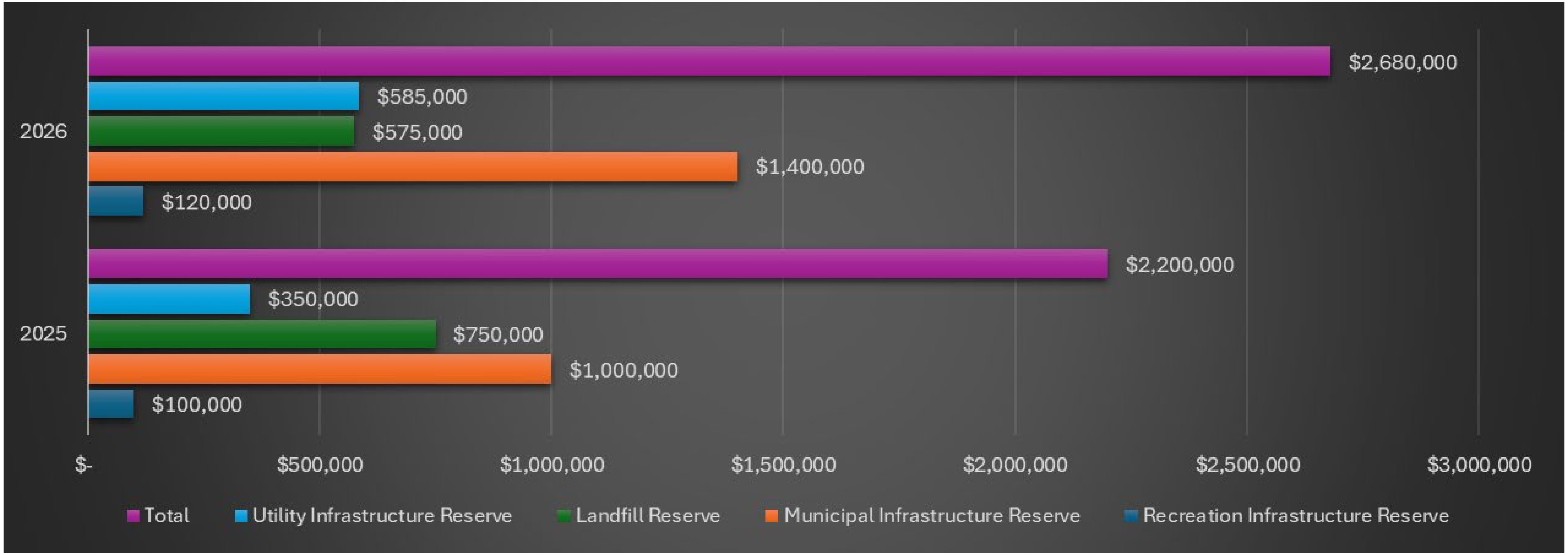
	GOVERNMENT TRANSFERS FOR OPERATING	GOVERNMENT TRANSFERS FOR WATER AND SEWER	GRANTS/DONATIONS	LAND SALES, LEASE AND DEVELOPMENT	OTHER REVENUE FROM OWN SOURCES	PROPERTY TAXES	SALE OF SERVICES	SCHOOL TAX LEVIES	WATER AND SEWER REVENUES	Total REVENUES
2025 YTD	1,955,576	791,820	1,179,706	383,430	1,022,496	7,983,807	758,581	794,536	1,655,977	16,525,929
2025 Budget	2,622,000	1,089,000	1,130,000	1,459,000	1,442,800	7,972,000	972,350	790,000	2,291,000	19,768,150
2026 Budget	2,739,000	1,202,000	820,000	620,000	1,293,300	8,481,700	1,206,100	790,000	2,276,000	19,428,100

2026 Expense Highlights



	BANK CHARGES AND INTEREST	CONTRACTED AND GENERAL SERVICES	INSURANCE	INTEREST ON LTD	MATERIALS AND SUPPLIES	MAYOR AND COUNCIL EXPENSES	MUNICIPAL TAX EXEMPTION	PROVISION FOR BAD DEBTS	SALARIES, WAGES AND BENEFITS	SCHOOL TAX LEVIES PAYABLE	UTILITIES	Total EXPENSES
2025 YTD	24,102	2,336,889	295,451	254,319	2,508,856	117,717	329,001		4,749,298	634,736	1,020,459	12,270,827
2025 Budget	64,500	3,362,500	345,000	300,000	4,571,250	156,700	306,000	40,000	5,748,200	790,000	1,834,000	17,518,150
2026 Budget	48,000	3,596,600	345,000	340,000	3,165,500	190,500	340,000	50,000	6,167,500	790,000	1,715,000	16,748,100

2026 Contributions to Capital Reserves



10 Year Capital Plan – Unfunded Major Projects

Total Funding Shortfall

- The 10-year capital plan is underfunded by $79,000,000 or $7,900,000 a year

Major Projects that are Unfunded in the 10-year plan

- Water Treatment Plant - $26,000,000
- Sundog Land Development Phase 2 - $20,000,000
- New Town Hall - $15,300,000 (Debt)
- New Public Works Garage - $5,000,000

Normalized Unfunded Plan without Major Projects

- $28,000,000 or $2,800,000 a year

2026 Operations & Maintenance Budget by Department

Corporate Services

OPERATIONS	2025 YTD	2025 Budget	2026 Budget	Variance	% Variance
REVENUE					
GOVERNMENT TRANSFERS FOR OPERATING	1,856,576	2,435,000	2,677,000	242,000	10%
GRANTS/DONATIONS	550,620	1,000,000	500,000	(500,000)	-50%
OTHER REVENUE FROM OWN SOURCES	163,764	450,000	495,000	45,000	10%
PROPERTY TAXES	7,983,807	7,972,000	8,481,700	509,700	6%
SALE OF SERVICES	8,796	23,250	13,000	(10,250)	-44%
SCHOOL TAX LEVIES	794,536	790,000	790,000	-	0%
Total REVENUES	**11,358,098**	**12,670,250**	**12,956,700**	**286,450**	**2%**
EXPENSE					
BANK CHARGES AND INTEREST	24,102	64,500	48,000	(16,500)	-26%
CONTRACTED AND GENERAL SERVICES	188,384	196,000	281,300	85,300	44%
INSURANCE	295,451	345,000	345,000	-	0%
INTEREST ON LTD	254,319	300,000	340,000	40,000	13%
MATERIALS AND SUPPLIES	574,713	1,513,250	1,001,500	(511,750)	-34%
MAYOR AND COUNCIL EXPENSES	117,717	156,700	190,500	33,800	22%
MUNICIPAL TAX EXEMPTION	329,001	306,000	340,000	34,000	11%
PROVISION FOR BAD DEBTS		40,000	50,000	10,000	25%
SALARIES, WAGES AND BENEFITS	1,073,887	1,190,900	1,295,700	104,800	9%
SCHOOL TAX LEVIES PAYABLE	634,736	790,000	790,000	-	0%
Total EXPENSES	**3,492,309**	**4,902,350**	**4,682,000**	**(220,350)**	**-4%**
Operating Surplus(Deficit)	**7,865,789**	**7,767,900**	**8,274,700**	**506,800**	**7%**

Protective Services

OPERATIONS	2025 YTD	2025 Budget	2026 Budget	Variance	% Variance
REVENUE					
GOVERNMENT TRANSFERS FOR OPERATING	74,000	37,000	37,000	-	0%
GRANTS/DONATIONS	327,016	-	-	-	
OTHER REVENUE FROM OWN SOURCES	749,432	747,300	695,300	(52,000)	-7%
Total REVENUES	**1,150,449**	**784,300**	**732,300**	**(52,000)**	**-7%**
EXPENSE					
CONTRACTED AND GENERAL SERVICES	95,304	131,500	151,000	19,500	15%
MATERIALS AND SUPPLIES	544,000	305,250	285,100	(20,150)	-7%
SALARIES, WAGES AND BENEFITS	548,422	668,900	834,800	165,900	25%
UTILITIES	66,413	99,250	115,400	16,150	16%
Total EXPENSES	**1,254,139**	**1,204,900**	**1,386,300**	**181,400**	**15%**
Operating Surplus(Deficit)	**(103,691)**	**(420,600)**	**(654,000)**	**(233,400)**	**55%**

Infrastructure & Planning Services

OPERATIONS	2025 YTD	2025 Budget	2026 Budget	Variance	% Variance
REVENUE					
GRANTS/DONATIONS	-	-	70,000	70,000	
SALE OF SERVICES	24,215	35,000	30,000	(5,000)	-14%
Total REVENUES	**24,215**	**35,000**	**100,000**	**65,000**	**186%**
EXPENSE					
CONTRACTED AND GENERAL SERVICES	282,059	682,500	805,900	123,400	18%
MATERIALS AND SUPPLIES	459,752	642,500	650,700	8,200	1%
SALARIES, WAGES AND BENEFITS	901,248	1,258,300	1,179,200	(79,100)	-6%
UTILITIES	162,730	407,500	256,300	(151,200)	-37%
Total EXPENSES	**1,805,790**	**2,990,800**	**2,892,100**	**(98,700)**	**-3%**
Operating Surplus(Deficit)	**(1,781,574)**	**(2,955,800)**	**(2,792,100)**	**163,700**	**-6%**

Environmental Services

OPERATIONS	2025 YTD	2025 Budget	2026 Budget	Variance	% Variance
REVENUE					
GOVERNMENT TRANSFERS FOR WATER AND SEWER	197,025	272,250	300,500	28,250	10%
OTHER REVENUE FROM OWN SOURCES	13,220	14,000	14,000	-	0%
SALE OF SERVICES	405,505	443,600	707,100	263,500	59%
Total REVENUES	**615,750**	**729,850**	**1,021,600**	**291,750**	**40%**
EXPENSE					
CONTRACTED AND GENERAL SERVICES	329,567	420,000	442,800	22,800	5%
MATERIALS AND SUPPLIES	175,676	173,500	246,700	73,200	42%
SALARIES, WAGES AND BENEFITS	162,512	202,600	233,900	31,300	15%
UTILITIES	1,777	5,250	3,900	(1,350)	-26%
Total EXPENSES	**669,531**	**801,350**	**927,300**	**125,950**	**16%**
Operating Surplus(Deficit)	**(53,781)**	**(71,500)**	**94,300**	**165,800**	**-232%**

Land Development

OPERATIONS	2025 YTD	2025 Budget	2026 Budget	Variance	% Variance
REVENUE					
LAND SALES, LEASE AND DEVELOPMENT	383,430	1,459,000	620,000	(839,000)	-58%
Total REVENUES	**383,430**	**1,459,000**	**620,000**	**(839,000)**	**-58%**
EXPENSE					
CONTRACTED AND GENERAL SERVICES		5,500	-	(5,500)	-100%
MATERIALS AND SUPPLIES	107,409	1,032,500	130,000	(902,500)	-87%
SALARIES, WAGES AND BENEFITS	13,266	17,600	19,400	1,800	10%
Total EXPENSES	**120,675**	**1,055,600**	**149,400**	**(906,200)**	**-86%**
Operating Surplus(Deficit)	**262,755**	**403,400**	**470,600**	**67,200**	**17%**

Water and Sewer Services

OPERATIONS	2025 YTD	2025 Budget	2026 Budget	Variance	% Variance
REVENUE					
GOVERNMENT TRANSFERS FOR WATER AND SEWER	594,795	816,750	901,500	84,750	10%
WATER AND SEWER REVENUES	1,655,977	2,291,000	2,276,000	(15,000)	-1%
Total REVENUES	**2,250,772**	**3,107,750**	**3,177,500**	**69,750**	**2%**
EXPENSE					
CONTRACTED AND GENERAL SERVICES	1,106,254	1,442,000	1,436,700	(5,300)	0%
MATERIALS AND SUPPLIES	237,139	345,000	347,100	2,100	1%
SALARIES, WAGES AND BENEFITS	428,524	569,900	565,900	(4,000)	-1%
UTILITIES	302,895	460,000	460,400	400	0%
Total EXPENSES	**2,074,812**	**2,816,900**	**2,810,100**	**(6,800)**	**0%**
Operating Surplus(Deficit)	**175,960**	**290,850**	**367,400**	**76,550**	**26%**

Recreation and Cultural

OPERATIONS	2025 YTD	2025 Budget	2026 Budget	Variance	% Variance
REVENUE					
GOVERNMENT TRANSFERS FOR OPERATING	25,000	150,000	25,000	(125,000)	-83%
GRANTS/DONATIONS	302,070	130,000	250,000	120,000	92%
OTHER REVENUE FROM OWN SOURCES	96,080	81,500	64,000	(17,500)	-21%
SALE OF SERVICES	248,200	395,500	381,000	(14,500)	-4%
Total REVENUES	**671,350**	**757,000**	**720,000**	**(37,000)**	**-5%**
EXPENSE					
CONTRACTED AND GENERAL SERVICES	334,466	335,000	368,900	33,900	10%
MATERIALS AND SUPPLIES	410,167	551,750	504,400	(47,350)	-9%
SALARIES, WAGES AND BENEFITS	1,621,440	1,840,000	1,936,200	96,200	5%
UTILITIES	486,643	862,000	879,000	17,000	2%
Total EXPENSES	**2,852,715**	**3,588,750**	**3,688,500**	**99,750**	**3%**
Operating Surplus(Deficit)	**(2,181,365)**	**(2,831,750)**	**(2,968,500)**	**(136,750)**	**5%**

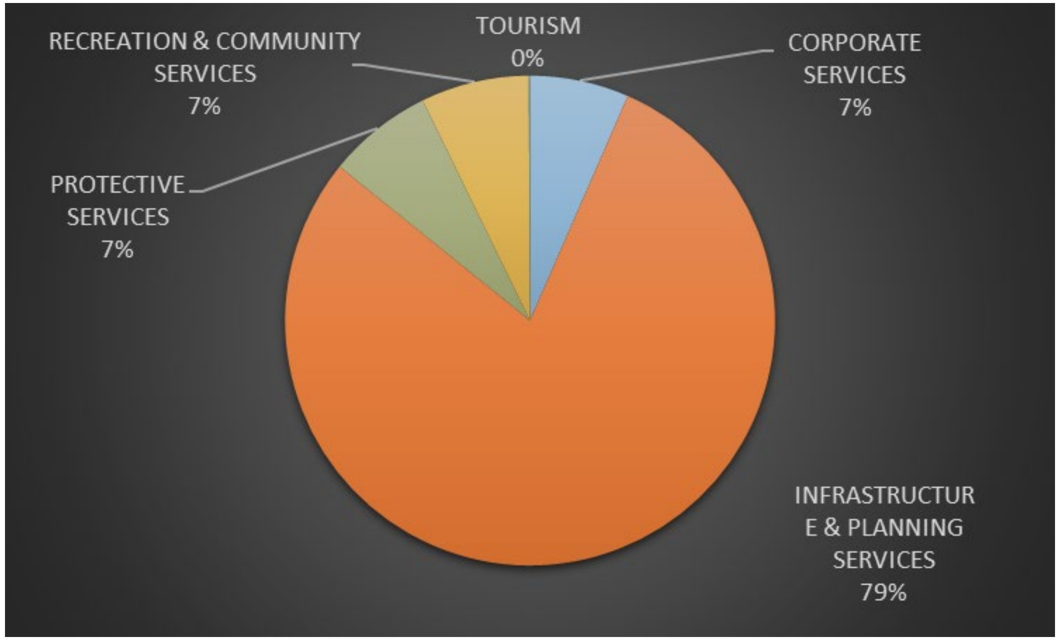
Economic Development

OPERATIONS	2025 YTD	2025 Budget	2026 Budget	Variance	% Variance
REVENUE					
OTHER REVENUE FROM OWN SOURCES	-	150,000	25,000	(125,000)	-83%
SALE OF SERVICES	71,865	75,000	75,000	-	0%
Total REVENUES	**71,865**	**225,000**	**100,000**	**(125,000)**	**-56%**
EXPENSE					
CONTRACTED AND GENERAL SERVICES	856	150,000	110,000	(40,000)	-27%
MATERIALS AND SUPPLIES		7,500	-	(7,500)	-100%
SALARIES, WAGES AND BENEFITS			102,400	102,400	
Total EXPENSES	**856**	**157,500**	**212,400**	**54,900**	**35%**
Operating Surplus(Deficit)	**71,009**	**67,500**	**(112,400)**	**(179,900)**	**-267%**

2026 Capital Budget

Expenditure Summary: 2026 Budget vs 2025 Budget

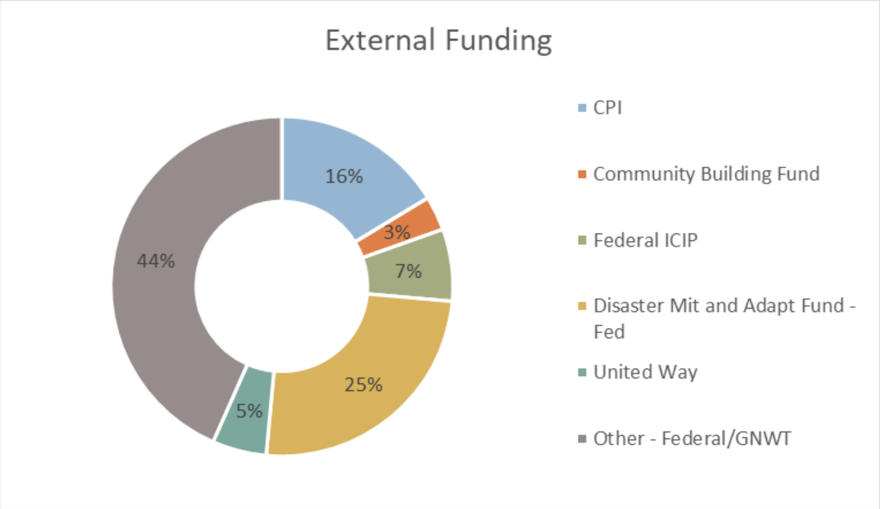
Department	2026 Budget	2025 Budget
CORPORATE SERVICES	1,269,264	1,051,500
INFRASTRUCTURE & PLANNING SERVICES	15,384,730	9,395,619
PROTECTIVE SERVICES	1,349,617	600,000
RECREATION & COMMUNITY SERVICES	1,387,527	510,000
TOURISM	15,000	7,000
	19,406,138	11,564,119

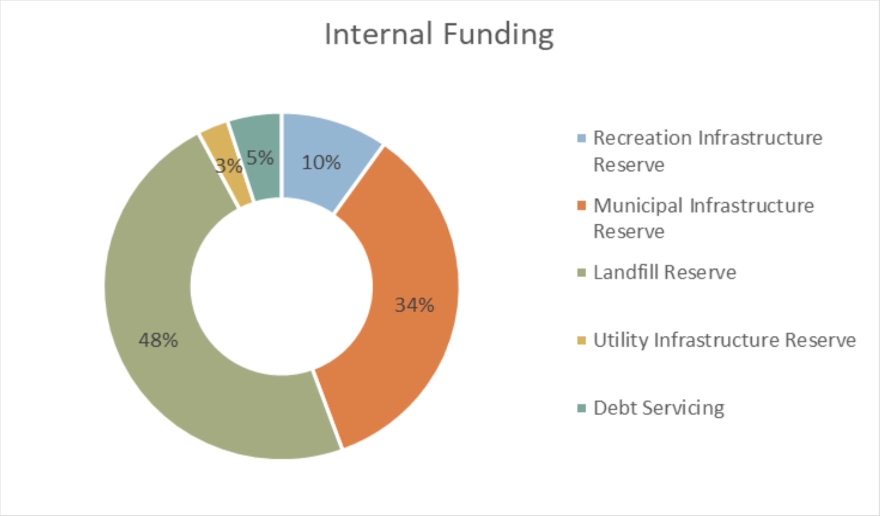


2026 Capital Funding Sources

External Capital Funding Source	2026
CPI	2,217,684
Community Building Fund	444,569
Federal ICIP	935,198
Disaster Mit and Adapt Fund - Fed	3,412,552
United Way	697,635
Other - Federal/GNWT	5,913,021
Total	**13,620,658**

Internal Capital Funding Sources	2026
Recreation Infrastructure Reserve	565,000
Municipal Infrastructure Reserve	2,006,866
Landfill Reserve	2,765,208
Utility Infrastructure Reserve	164,406
Debt Servicing	284,000
Total	**5,785,480**





2026 Capital Budget – Corporate Services

Department	2026	2026 Unfunded
ASSET MANAGEMENT SYSTEM IMPLEMENTATION	182,264	
COMPUTER EQUIPMENT REPLACEMENT PROGRAM	42,000	
DEBT SERVICE COMMUNITY CENTER - CPI AND DONATION PORTION	820,000	
DOWNTOWN CHRISTMAS LIGHTS	50,000	
NEW ENTERPRISE RESOURCE PLANNING SYSTEM	175,000	
Grand Total	**1,269,264**	

2026 Capital Budget – Protective Services

Department	2026	2026 Unfunded
ANIMAL YARD	20,000	
ENGINE REPLACEMENT (PUMPER)	100,000	
FIRST DUE SOFTWARE IMPLEMENTATION	22,000	
HEAVY RESCUE TRUCK REPLACEMENT	636,617	
IMPOUND YARD	46,000	
OLD TOWN FIRE HALL	50,000	
PROTECTIVE SERVICES SMALL CAPITAL	25,000	
STRUCTURAL PROTECTION TRAILER	300,000	
TENDER REPLACEMENT	150,000	
Grand Total	**1,349,617**	

2026 Capital Budget – Infrastructure & Planning

Department	2026	2026 Unfunded
553 FIRE HYDRANT REPLACEMENTS	16,000	
AIRPORT ROAD REPAIR AND UPGRADE	2,687,305	
ASPEN HEIGHTS SUBDIVISION DEVELOPMENT	48,269	
CEMETERY - NEW SITE	132,105	
COMMUNITY CLIMATE ADAPTATION STUDY	45,000	
COMPACTOR PURCHASE	600,000	
EAGLE CRESCENT AND NORTH END OF RIVERVIEW DRIVE UPGRADES	150,000	
INDUSTRIAL AREA DRAINAGE	93,121	
INDUSTRIAL AREA EXPANSION- PRELIMINARY DESIGN	24,000	
INFRASTRUCTURE PLANNING AND STUDIES	66,750	
LAGOON ROAD FIRE ABATEMENT & CLEANUP	-	75,000
LIFT STATION 1 REPAIR & MITIGATION	3,683,861	
MIRON STORM OUTLETS IMPROVEMENTS	250,802	
MOBILE HOME PARK AND SERVICE ROAD WATER & SEWER PRELIMINARY PLAN	50,000	
MUNICIPAL SOLID WASTE FACILITY (PHASE I AND II)	2,775,406	2,551,544
NEW WATER TREATMENT PLANT	-	400,000

2026 Capital Budget – Infrastructure & Planning

Department	2026	2026 Unfunded
NFTI REMEDIATION (CLEANUP AND REMOVAL OF OLD STRUCTURES)	697,635	
PARADISE ROAD REPAIR AND REPLACEMENT	49,140	
PUBLIC WORKS SMALL CAPITAL	25,000	
PUMPS AND GENERATOR REPLACEMENTS AT LIFT STATIONS	50,000	
SALT SHED REPLACEMENT	180,000	
SAND TRUCK REPLACEMENT	300,000	
SHORELINE FLOOD MITIGATION (DMAF 62592)	522,745	
SKID STEER AND ATTACHMENTS	150,000	
SUNDOG SUBDIVISION DEVELOPMENT	2,100,000	
TIRE RECYCLING PROGRAM	137,333	
VALE ISLAND TRUCK FILL STATION TANK REPLACEMENT	33,095	
VALE ISLAND/WEST CHANNEL DRAINAGE	50,000	
WATER TREATMENT PLANT FEASIBILITY STUDY AND PRELIMINARY DESIGN	115,162	
WOODLAND CRESCENTS UPGRADES - CAMERON	150,000	
WOODLAND CRESCENTS UPGRADES - CAMSELL	150,000	
WOODLAND PRELIMINARY DRAINAGE PLAN	52,000	
Grand Total	**15,384,730**	**3,026,544**

2026 Capital Budget – Recreation & Tourism

Department	2026	2026 Unfunded
AQUATIC CENTRE HOT TUB PUMP REPLACEMENT	25,000	
AQUATIC CENTRE SPLASH EQUIPMENT REPLACEMENT	30,000	30,000
BOB MCMEEKIN PARK ENHANCEMENTS	21,807	
COMMUNITY CENTRE COOLING CENTRE	-	75,000
DON WRIGHT PARK REVITALIZATION	50,000	
HAY RIVER GOLF COURSE - GOLF GREEN REPLACEMENTS & CLUBHOUSE ENHA	209,055	
ICE RESURFACER	135,000	25,000
INUKSHUK PARK UPGRADES PHASE 1	200,000	
INUKSHUK PARK UPGRADES PHASE 2	225,000	
SKATEPARK UPGRADES	100,000	
SMALL CAPITAL PROGRAM - RECREATION	25,000	
SMALL CAPITAL PROGRAM - TOURISM AND ECONOMIC DEVELOPMENT	15,000	
VALE ISLAND MULTI-USE RECREATION AREA	366,665	
Grand Total	**1,402,527**	**130,000**