

# TOWN OF KILLAM

3-Year Operating Budget (2026-2028)

5-Year Capital Budget (2026-2030)

## BUDGET OVERVIEW

The 2026 proposed budget of \$1,160,335 has an approximate 1.5% increase in taxation revenue from the 2025 budget of \$1,143,907. (This results in an increase of 1.5% which is the equivalent of the Cost of Living for this year.)

The 2027 proposed budget of \$1,183,030 has an approximate 2.0% increase in taxation revenue from the 2026 budget of \$1,160,333. The increase may be adjusted based on the Cost of Living increase in Alberta from August 2026 to August 2027 (most up to date information available from Stats Canada).

The 2028 proposed budget of \$1,207,211 has an approximate 2.0% increase in taxation revenue from the 2027 budget of \$1,183,030. The increase may be adjusted based on the Cost of Living increase in Alberta from August 2027 to August 2028 (most up to date information available from Stats Canada).

The capital budgets from year to year are based upon the Engineer's study of our roads, water, sewer system, as well for equipment is based on its age and the amount of maintenance it is costing the municipality.

LEGISLATIVE OPERATING BUDGET					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>LEGISLATIVE REVENUE</b>					
Rebates	0	0	0	0	0
Fines	1,000	0	1,000	1,000	1,000
Return on Investments	57,200	57,000	57,200	57,200	57,200
A/R Interest	500	100	500	500	500
LGFF Operating Grant	87,562	87,562	87,562	87,562	87,562
Other Grants		0			
<b>TOTAL REVENUE</b>	<b>\$146,262</b>	<b>\$144,662</b>	<b>\$146,262</b>	<b>\$146,262</b>	<b>\$146,262</b>

NOTES:

COUNCIL BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2027 PROPOSED BUDGET
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>COUNCIL EXPENSES</b>					
Training	2,000	2,000	2,000	2,000	2,000
Honorairums/Perdiems	48,000	48,700	48,000	48,000	48,000
Travel & Meals	2,500	4,605	4,000	3,000	3,000
PR/Entertainment	2,500	3,069	2,500	2,500	2,500
Individual Council PR	0	0	0	0	0
Strat Planning	0	0	0	0	0
Election	0	0	0	0	0
<b>TOTAL EXPENSES</b>	<b>\$55,000</b>	<b>\$58,374</b>	<b>\$56,500</b>	<b>\$55,500</b>	<b>\$55,500</b>
Amortization (Non-Cash)					
<b>SURPLUS/DEFICIT</b>	<b>-\$55,000</b>	<b>-\$58,374</b>	<b>-\$56,500</b>	<b>-\$55,500</b>	<b>-\$55,500</b>

NOTES:

\*Strat Planning Workshop After the 2025 Election

\* No Fireworks in 2025 or 2026

ADMINISTRATION BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>ADMIN REVENUE</b>					
Sale of Goods	1,000	700	1,000	1,000	1,000
Tax Searches/Certificates	2,000	2,500	2,000	2,000	2,000
Fortis Franchise Fee	105,184	105,184	106,000	113,000	113,000
<b>TOTAL REVENUE</b>	<b>\$108,184</b>	<b>\$108,384</b>	<b>\$109,000</b>	<b>\$116,000</b>	<b>\$116,000</b>
<b>ADMIN EXPENSES</b>					
Labor	170,029	170,029	174,582	178,074	181,635
Income Tax/EI/PPP	10,175	10,175	10,710	10,924	11,142
Employee benefits	25,817	25,817	25,256	25,761	26,276
WCB	12,000	12,700	12,000	12,000	12,000
Staff recognition	1,000	1,000	1,000	500	500
Training	1,000	12	1,000	1,000	1,000
Travel & Meals	2,500	1,000	0	1,000	1,000
Freight/Postage/Phone	20,000	17,500	18,000	18,000	18,000
Advert/Print/Membership	10,000	7,500	9,000	10,000	10,000
Good for resale	0	0	0	0	0
Auditor	11,000	11,000	11,000	12,500	12,500
Assessor	14,000	14,000	14,000	15,500	15,500
Legal	7,500	15,000	10,000	7,500	7,500
Janitorial	4,800	4,800	4,800	5,000	5,000
Telmatik,ToK App	5,000	6,000	5,000	5,000	5,000
Office Maintenance	2,500	2,500	2,500	2,500	2,500
Equipment Lease	5,000	5,000	5,000	5,000	5,000
Equipment Maintenance	4,000	7,079	6,000	6,000	6,000
Computer Support	23,000	35,000	27,500	23,000	23,000
Computer Software/Equipment	0	0	0	0	0
Insurance	19,925	19,925	19,925	23,276	23,276
Office Supplies	8,000	6,500	7,000	7,500	7,500
Meeting Expenses	4,000	5,000	4,000	4,000	4,000
General Maintenance	1,500	1,000	1,500	1,500	1,500
Utilities	7,500	6,500	7,000	7,000	7,000
Communications ax	2,500	2,338	2,500	2,500	2,500
Grants/Donations	5,000	3,000	5,000	5,000	5,000
Inertest Charges	2,500	2,000	2,500	2,500	2,500

Tax Concessions	0	0	0	0	0
<b>TOTAL EXPENSES</b>	<b>\$380,247</b>	<b>\$392,375</b>	<b>\$386,773</b>	<b>\$392,535</b>	<b>\$396,830</b>
Amortization (Non-Cash)	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000
<b>SURPLUS/DEFICIT</b>	<b>-\$294,063</b>	<b>-\$305,991</b>	<b>-\$299,773</b>	<b>-\$298,535</b>	<b>-\$302,830</b>

NOTES:

\* Fortis Franchise Fee estimated to increase in 2027

\* 2026 Salaries are based on 1.4% COLA

\* 2026, 2027 Projected Salaries include an estimated 2.0% COLA

\* 2025 forward we will have 3 office employees 4 days per week and 1 that is 5 days per week (succession plan)

FIRE BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>FIRE REVENUE</b>					
Fire Calls	0	0	0	0	0
Admn Service for FRESS	20,400	20,400	20,400	0	0
Housing Grant	0	0	0	0	0
Fees	0	0	0	0	0
Rental Income	9,000	9,000	9,000	9,600	9,600
<b>TOTAL REVENUE</b>	<b>\$29,400</b>	<b>\$29,400</b>	<b>\$29,400</b>	<b>\$9,600</b>	<b>\$9,600</b>
<b>FIRE EXPENSES</b>					
Fire Society Requisition	79,465	79,465	81,882	83,520	85,191
Admin Labor	20,404	20,404	20,950	21,369	21,796
Income Tax/EI/CPP	1,221	1,221	1,285	1,311	1,337
Employee benefits	3,098	3,098	3,031	3,092	3,153
Insurance	3,500	3,708	3,500	3,500	3,500
Rescue Requisition	0	0	0	0	0
Dispatch Services	0	0	0	0	0
Good & Supplies		0			
Vehicles Parts/supplies		0			
Training Materials		0			
Building Maintenance	2,000	2,000	500	2,000	2,000
Utilities	0	0	0	0	0
Fuel		0			
<b>TOTAL EXPENSES</b>	<b>\$109,687</b>	<b>\$109,896</b>	<b>\$111,149</b>	<b>\$114,791</b>	<b>\$116,977</b>
Amortization (Non-Cash)	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500
<b>SURPLUS/DEFICIT</b>	<b>-\$88,787</b>	<b>-\$88,996</b>	<b>-\$90,249</b>	<b>-\$113,691</b>	<b>-\$115,877</b>

NOTES:

- \* Contract Administration for Flagstaff Regional Emergency Services Society began in 2022 (\$1,700/mth) ends in 2027
- \* Rental contract with AHS for Ambulance was inacresed for 2023 and forward (\$750/month)
- \* A portion of Town Administration salary and benefits has been distributed to Fire
- \* 2026 Salaries are based on 1.4% COLA
- \* 2026, 2027 Projected Salaries include an estimated 2% COLA
- \* 2027, 2028 Projected Requisition to FRESS is estimated to increase by 2%

BYLAW BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>BYLAW REVENUE</b>					
Dog Licenses	2,000	1,800	2,000	2,000	2,000
Business Licenses	2,000	2,570	2,500	2,000	2,000
Bylaw Tag Revenue	500	500	500	500	500
<b>BYLAW REVENUE</b>	<b>\$4,500</b>	<b>\$4,870</b>	<b>\$5,000</b>	<b>\$4,500</b>	<b>\$4,500</b>
<b>BYLAW EXPENSES EXPENSES</b>					
Admin Labor	10,820	10,820	11,110	11,332	11,559
Income Tax/EI/CPP	648	648	682	695	709
Employee benefits	1,643	1,643	1,607	1,639	1,672
Bylaw Contracted Services	7,500	6,500	5,000	5,000	5,000
<b>TOTAL EXPENSES</b>	<b>\$20,610</b>	<b>\$19,610</b>	<b>\$18,398</b>	<b>\$18,666</b>	<b>\$18,940</b>
Amortization (Non-Cash)	\$0	\$0	\$0	\$0	\$0
<b>SURPLUS/DEFICIT</b>	<b>-\$16,110</b>	<b>-\$14,740</b>	<b>-\$13,398</b>	<b>-\$14,166</b>	<b>-\$14,440</b>

NOTES:

\* 2025 Salaries are based on 1.4% COLA

\* 2027, 2028 Projected Salaries include an estimated 2% COLA

COMMON SERVICES BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>COMMON SERV. REVENUE</b>		12237		0	0
<b>C.S. REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,240</b>	<b>\$13,240</b>
<b>COMMON SERV. EXPENSES</b>					
Admin Labor	8,997	8,997	8,220	8,384	8,552
Income Tax/EI/CPP	657	657	599	611	623
Employee benefits	1,300	1,300	1,105	1,127	1,149
Phone/Freight/Licenses	17,000	23,036	13,000	13,000	13,000
Contracted Services	5,000	2,500	4,000	4,000	4,000
Insurance	7,277	7,277	7,277	8,000	8,000
Goods & Supplies	7,500	7,500	7,500	7,500	7,500
Utilities	8,000	6,000	6,000	6,000	6,000
<b>TOTAL EXPENSES</b>	<b>\$55,731</b>	<b>\$57,267</b>	<b>\$47,700</b>	<b>\$48,622</b>	<b>\$48,824</b>
Amortization (Non-Cash)	\$37,000	\$48,000	\$48,000	\$37,000	\$37,000
<b>SURPLUS/DEFICIT</b>	<b>-\$92,731</b>	<b>-\$105,267</b>	<b>-\$95,700</b>	<b>-\$72,382</b>	<b>-\$72,584</b>

NOTES:

- \* 2026 Salaries and benefits changed based on COLA 1.4% increase
- \* 2027, 2028 Projected Salaries include an estimated 2% COLA
- \* New GIS Mapping Software in 2022 forward, paid 2025 & 2026 in 2025

PUBLIC WORKS BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>P.W.REVENUE</b>					
Sale of Surplus Equipment	0	0	12,000	15000	15000
Contract Work Revenue	25,000	25,000	25,000	25,000	25,000
<b>P.W. REVENUE</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$37,000</b>	<b>\$25,000</b>	<b>\$25,000</b>
<b>P.W. EXPENSES</b>					
Admin Labor	135,836	135,836	125,375	127,883	130,440
Income Tax/EI/CPP	9,777	9,777	9,000	9,180	9,364
Employee benefits	19,709	19,709	16,971	17,310	17,657
Training & Seminars	1,000	1,000	250	1,000	1,000
Freight	500	500	100	500	500
Engineering	2,500	1,800	2,500	2,500	2,500
Roads/Sidewalk Contracts	25,000	25,000	23,800	23,800	23,800
Equipment maintenance	10,000	10,000	10,000	10,000	10,000
Insurance	1,500	1,500	1,500	1,500	1,500
CP rail crossing	5,000	5,000	5,000	5,000	5,000
Vehicle parts/supplies	22,000	25,000	22,000	22,000	22,000
Maintenance Supplies	5,000	5,000	5,000	5,000	5,000
Fuel	32,000	30,000	30,000	30,000	30,000
Street Lights	93,000	93,000	93,000	93,000	93,000
Loan - Interest Payments	11,412	354	354	0	0
Loan - Principal Payments	82,443	82,443	13,655	0	0
<b>TOTAL EXPENSES</b>	<b>\$456,677</b>	<b>\$445,919</b>	<b>\$358,505</b>	<b>\$348,673</b>	<b>\$351,760</b>
Amortization (Non-Cash)	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000
<b>SURPLUS/DEFICIT</b>	<b>-\$656,677</b>	<b>-\$645,919</b>	<b>-\$546,505</b>	<b>-\$548,673</b>	<b>-\$551,760</b>

NOTES: \* Main Street Loan paid in full in June 2025

\* 2026 Salaries and benefits changed based on COLA 1.4% increase

\* 2027, 2028 Projected Salaries include an estimated 2% COLA

\* 1 PW staff will earn that Water Waste Waster Cetificate in 2026, 1 PW staff retiring in June



WATER BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>WATER REVENUE</b>					
Sale of Water - Utilities	190,000	190,000	199,500	199,500	199,500
Sale of Water - Bulk	50,000	29,000	35,000	35,000	35,000
Infrastructure Renewal Fee	115,983	115,983	115,983	130,410	130,410
Connect/disconnect fee	500	500	500	500	500
Service Charge	14,490	14,490	14,490	14,490	14,490
<b>WATER REVENUE</b>	<b>\$370,973</b>	<b>\$349,973</b>	<b>\$365,473</b>	<b>\$379,900</b>	<b>\$379,900</b>
<b>WATER EXPENSES</b>					
Admin Labor	87,658	87,658	81,938	83,576	85,248
Income Tax/EI/CPP	6,188	6,188	5,776	5,891	6,009
Employee benefits	12,785	12,786	11,186	11,410	11,638
Training	1,500	1,121	1,500	1,500	1,500
Water Meters	0	0	0	0	0
Freight/phone	7,000	5,000	6,000	6,000	6,000
Engineering	0	0	0	0	0
Maintenance Service	26,000	34,000	25,000	25,000	25,000
Equip. Maintenance Cont.	3,500	3,000	3,500	3,500	3,500
Insurance	11,496	11,496	11,496	11,000	11,000
Goods & Supplies	1,000	500	1,000	1,000	1,000
Maintenance Supplies	7,000	7,000	7,000	7,000	7,000
Chemicals/Salt	14,000	10,000	10,000	10,000	10,000
Utilities	27,000	24,000	25,000	27,000	27,000
<b>TOTAL EXPENSES</b>	<b>\$205,127</b>	<b>\$202,749</b>	<b>\$189,395</b>	<b>\$192,877</b>	<b>\$194,895</b>
Amortization (Non-Cash)	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
<b>SURPLUS/DEFICIT</b>	<b>\$105,846</b>	<b>\$87,224</b>	<b>\$116,078</b>	<b>\$127,023</b>	<b>\$125,005</b>

NOTES: \* 1 PW staff retiring in June 2026. \* Water Consumption charge to \$2.10/m3 in 2026 (increase of \$0.10/m3)

\* 2026 Salaries and benefits changed based on COLA 1.4% increase

\* 2027, 2028 Projected Salaries include an estimated 2% COLA

\* Unexpected WTP Generator repairs in 2025

\* Infrastructure revenue goes directly into reserves for future water capital projects. Increase to \$22.50/mth in 2027

SEWER BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>SEWER REVENUE</b>					
Sewer utility charge	106,202	106,202	115,856	115,856	115,856
Infrastrucure Renewal Fee	115,920	115,920	115,920	130,410	130,410
<b>SEWER REVENUE</b>	<b>\$222,122</b>	<b>\$222,122</b>	<b>\$231,776</b>	<b>\$246,266</b>	<b>\$246,266</b>
<b>SEWER EXPENSES</b>					
Admin Labor	50,013	50,013	46,783	47,719	48,673
Income Tax/EI/CPP	3,527	3,527	3,294	3,360	3,427
Employee benefits	7,297	7,297	6,390	6,518	6,648
Training	1,000	1,000	1,000	1,000	1,000
Freight/phone	0	0	0	0	0
Sewer Repairs	5,000	6,000	7,500	7,500	7,500
Insurance	4,294	4,294	4,294	4,294	4,294
Maintenance Supplies	2,000	2,000	2,000	2,000	2,000
Utilities	15,000	15,000	15,000	15,000	15,000
<b>TOTAL EXPENSES</b>	<b>\$88,131</b>	<b>\$89,131</b>	<b>\$86,261</b>	<b>\$87,390</b>	<b>\$88,542</b>
Amortization (Non-Cash)	\$63,000	\$63,000	\$63,000	\$63,000	\$63,000
<b>SURPLUS/DEFICIT</b>	<b>\$70,991</b>	<b>\$69,991</b>	<b>\$82,515</b>	<b>\$95,876</b>	<b>\$94,724</b>

NOTES:

- \* 1 PW staff retiring in June 2026. \* Sewer usage charge to \$1.20/m3 in 2026 (increase of \$0.10/m3)
- \* 2026 Salaries and benefits changed with COLA 2.0% increase
- \* 2027, 2028 Projected Salaries include an estimated 2% COLA
- \* Infrastructure Renewal Fee goes directly into reserves for future Sewer Capital Projects. Increase to \$22.50/mth in 2027

GARBAGE BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>GARBAGE REVENUE</b>					
garbage utility charge	180,600	180,600	188,100	188,100	188,100
<b>GARBAGE REVENUE</b>	<b>\$180,600</b>	<b>\$180,600</b>	<b>\$188,100</b>	<b>\$188,100</b>	<b>\$188,100</b>
<b>GARBAGE EXPENSES</b>					
Admin Labor	14,144	14,144	13,674	13,948	14,227
Income Tax/EI/CPP	946	946	918	936	955
Employee benefits	2,093	2,093	1,908	1,946	1,985
Maintenance	1,000	1,500	1,500	1,000	1,000
Recycling Expenses	0	0	0	0	0
Landfill Requisition	164,864	164,864	164,738	164,738	164,738
<b>TOTAL EXPENSES</b>	<b>\$183,047</b>	<b>\$183,547</b>	<b>\$182,738</b>	<b>\$182,568</b>	<b>\$182,905</b>
Amortization (Non-Cash)	\$0	\$0	\$0	\$0	\$0
<b>SURPLUS/DEFICIT</b>	<b>-\$2,447</b>	<b>-\$2,947</b>	<b>\$5,362</b>	<b>\$5,532</b>	<b>\$5,195</b>

NOTES: \*Garbage fee to \$37.50/mth in 2026 (increase \$1.50/mth)

\* 2026 Salaries and benefits changed to reflect a 1.4% COLA Increase

\* 2027, 2028 projected Salaries include an estimated 2% COLA

PREVENTITIVE SERVICES BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>REVENUE</b>					
<b>P.S. REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PREV. SERV. EXPENSES</b>					
FFCS Requisition	9,244	9,180	11,016	11,016	11,016
Policing Requisition	47,345	48,108	47,345	47,345	47,345
<b>TOTAL EXPENSES</b>	<b>\$56,589</b>	<b>\$57,288</b>	<b>\$58,361</b>	<b>\$58,361</b>	<b>\$58,361</b>
Amortization (Non-Cash)	\$0	\$0	\$0	\$0	\$0
<b>SURPLUS/DEFICIT</b>	<b>-\$56,589</b>	<b>-\$57,288</b>	<b>-\$58,361</b>	<b>-\$58,361</b>	<b>-\$58,361</b>

NOTES:

CEMETERY BOARD BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>CEMETERY BD REVENUE</b>					
Grave Plot Sales	3,500	4,650	4,500	5,000	5,000
Opening/Closing	2,000	2,490	2,500	2,500	2,500
Donations	6,000	4,000	4,000	4,000	4,000
<b>CEMETERY BD. REVENUE</b>	<b>\$11,500</b>	<b>\$11,140</b>	<b>\$11,000</b>	<b>\$11,500</b>	<b>\$11,500</b>
<b>CEMETERY BOARD EXPENSES</b>					
Maintenance Contract	4,000	4,000	4,000	4,000	4,000
Admin Contract	1,000	1,000	1,000	1,000	1,000
Opening/Closing Expense	0	0	0	0	0
Goods & Supplies	0	3,200	0	0	0
<b>TOTAL EXPENSES</b>	<b>\$5,000</b>	<b>\$8,200</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>
Amortization (Non-Cash)	\$0	\$0	\$0	\$0	\$0
<b>SURPLUS/DEFICIT</b>	<b>\$6,500</b>	<b>\$2,940</b>	<b>\$6,000</b>	<b>\$6,500</b>	<b>\$6,500</b>

NOTES:

CEMETERY TOWN BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>CEMETERY TOWN REVENUE</b>					
Admin contract	1,000	1,000	1,000	1,000	1,000
Opening/Closing Town		0			
Maintenance Contract	4,000	4,000	4,000	4,000	4,000
County Grant	625	625	625	625	625
<b>CEMETERY TOWN REVENUE</b>	<b>\$5,625</b>	<b>\$5,625</b>	<b>\$5,625</b>	<b>\$5,625</b>	<b>\$5,625</b>
<b>CEMETERY TOWN EXPENSES</b>					
Admin Labor	19,407	19,407	19,354	19,741	20,136
Income Tax/EI/CPP	1,116	1,116	1,124	1,147	1,170
Employees Benefits	2,316	2,316	2,160	2,203	2,247
<b>TOTAL EXPENSES</b>	<b>\$22,839</b>	<b>\$22,839</b>	<b>\$22,638</b>	<b>\$23,091</b>	<b>\$23,553</b>
Amortization (Non-Cash)	\$0	\$0	\$0	\$0	\$0
<b>SURPLUS/DEFICIT</b>	<b>-\$17,214</b>	<b>-\$17,214</b>	<b>-\$17,013</b>	<b>-\$17,466</b>	<b>-\$17,928</b>

NOTES:

- \* 2026 Salaries and benefits changed to reflect a 1.4% COLA Increase
- \* 2027, 2028 Projected Salaries include an estimated 2% COLA
- \* Flagstaff County is now giving an annual Cemetery Grant of \$625 to all municipal cemeteries

DEVELOPMENT BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>DEVELOPMENT REVENUE</b>					
Permits	2,500	14,000	14,000	10,000	10,000
<b>DEVELOPMENT REVENUE</b>	<b>\$2,500</b>	<b>\$14,000</b>	<b>\$14,000</b>	<b>\$10,000</b>	<b>\$10,000</b>
<b>DEVELOPMENT EXPENSES</b>					
Admin Labor	0	0	0	0	0
Income Tax/EI/CPP	0	0	0	0	0
Employees Benefits	0	0	0	0	0
Advertising	1,000	0	0	0	0
Dev. Officer Contract	18,000	18,000	18,000	18,000	18,000
Planning Cont. Services	0	0	0	0	0
Tourism/Ec. Dev.	3,500	2,500	2,500	2,500	2,500
FIP Requisition	0	0	0	0	0
Planning Agency	0	0	0	0	0
<b>TOTAL EXPENSES</b>	<b>\$22,500</b>	<b>\$20,500</b>	<b>\$20,500</b>	<b>\$20,500</b>	<b>\$20,500</b>
Amortization (Non-Cash)	\$0	\$0	\$0	\$0	\$0
<b>SURPLUS/DEFICIT</b>	<b>-\$20,000</b>	<b>-\$6,500</b>	<b>-\$6,500</b>	<b>-\$10,500</b>	<b>-\$10,500</b>

NOTES:

SUBDIVISION BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>SUBDIVISION REVENUE</b>					
Recovered Deposits		2515			
Sale of Land	25,000	130,000	25,000	30,000	30,000
<b>SUBDIVISION REVENUE</b>	<b>\$25,000</b>	<b>\$130,000</b>	<b>\$25,000</b>	<b>\$30,000</b>	<b>\$30,000</b>
<b>SUBDIVISION EXPENSES</b>					
Subdivision expenses	0	0	0	0	0
Loan - Interest	3,094	3,094	6,215	6,215	6,215
Loan - Principal	19,654	19,654	1,964	1,964	1,964
Loan - Interest			43,700	85,917	83,868
Loan - Principal			22,447	46,375	48,423
<b>TOTAL EXPENSES</b>	<b>\$22,748</b>	<b>\$22,748</b>	<b>\$74,325</b>	<b>\$140,471</b>	<b>\$140,470</b>
Amortization (Non-Cash)	\$0	\$0	\$0	\$0	\$0
<b>SURPLUS/DEFICIT</b>	<b>\$2,252</b>	<b>\$107,252</b>	<b>-\$49,325</b>	<b>-\$110,471</b>	<b>-\$110,470</b>

NOTES:

- \* Budget is to sell 1 smaller lot at a slightly reduced price
- \* Loans are for the Residential Land Purchase (until 2035) and the Residential Subdivision Phase 2 expenses (until 2050)
- \* Phase 2 loan - 1 payment in 2026 and 2 every year after until 2050

RENTALS BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>RENTALS REVENUE</b>					
Rentals - Bell Tower	4,000	3,625	3,625	4,000	4,000
<b>REVENUE</b>	<b>\$4,000</b>	<b>\$3,625</b>	<b>\$3,625</b>	<b>4,000</b>	<b>4,000</b>
<b>EXPENSES</b>					
<b>TOTAL EXPENSES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Amortization (Non-Cash)	\$0	\$0	\$0	\$0	\$0
<b>SURPLUS/DEFICIT</b>	<b>\$4,000</b>	<b>\$3,625</b>	<b>\$3,625</b>	<b>\$4,000</b>	<b>\$4,000</b>

NOTES:

- \* Land lease for the Bell Tower



RECREATION BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>RECREATION TOWN REVENUE</b>					
Admin & Maint. Contact	35,000	35,000	35,000	35,000	35,000
Rec Bd Surplus for reserves	75,000	75,000	50,000	75,000	75,000
Fees from Utilities	0	0	0	0	0
<b>RECREATION REVENUE</b>	<b>\$110,000</b>	<b>\$110,000</b>	<b>\$85,000</b>	<b>\$110,000</b>	<b>\$110,000</b>
<b>RECREATION TOWN EXPENSES</b>					
Admin Labor	58,933	58,933	58,389	59,557	60,748
Income Tax/EI/CPP	3,775	3,775	3,779	3,854	3,932
Employees Benefits	8,811	8,811	8,271	8,437	8,605
Rec Brd Utility Fee Payable	0	0	0	0	0
Rec Brd Requisition	250,000	250,000	250,000	250,000	250,000
<b>TOTAL EXPENSES</b>	<b>\$321,518</b>	<b>\$321,519</b>	<b>\$320,440</b>	<b>\$321,848</b>	<b>\$323,285</b>
Amortization (Non-Cash)	\$0	\$0	\$0	\$0	\$0
<b>SURPLUS/DEFICIT</b>	<b>-\$211,518</b>	<b>-\$211,519</b>	<b>-\$235,440</b>	<b>-\$211,848</b>	<b>-\$213,285</b>

NOTES:

- \* 2026 Salaries and benefits changed to reflect a 1.4% COLA Increase
- \* 2027, 2028 Projected Salaries include an estimated 2% COLA
- \* Administration fee increased to show time spent at recreation facility

PARKS BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>PARKS REVENUE</b>					
Campground rentals	12,000	14,330	14,000	14,000	14,000
Donations	0	2,726	2,000	2,000	2,000
<b>PARKS REVENUE</b>	<b>\$12,000</b>	<b>\$17,056</b>	<b>\$16,000</b>	<b>\$16,000</b>	<b>\$16,000</b>
<b>PARKS EXPENSES</b>					
Labor	49,859	49,859	46,322	47,248	48,193
Income Tax/EI/CPP	3,478	3,479	2,993	4,018	4,018
Employees Benefits	6,046	6,046	2,799	5,089	5,089
Centennial Park	2,000	1,300	1,500	1,500	1,500
Insurance	500	500	0	500	500
Goods & Supplies	3,000	500	2,000	2,000	2,000
Chemical	2,500	2,500	2,500	2,500	2,500
Utilities	4,000	3,500	4,000	4,000	4,000
Utilities - Park Lights	2,500	1,500	1,500	1,500	1,500
Beautification	7,500	6,500	7,500	7,500	7,500
<b>TOTAL EXPENSES</b>	<b>\$81,383</b>	<b>\$75,684</b>	<b>\$71,114</b>	<b>\$75,855</b>	<b>\$76,800</b>
Amortization (Non-Cash)	\$22,000	\$24,000	\$22,000	\$22,000	\$22,000
<b>SURPLUS/DEFICIT</b>	<b>-\$91,383</b>	<b>-\$82,628</b>	<b>-\$77,114</b>	<b>-\$81,855</b>	<b>-\$82,800</b>

NOTES:

- \* 2026 Salaries and benefits changed to reflect a 1.4% COLA Increase
- \* 2027, 2028 Projected Salaries include an estimated 2.5% COLA
- \* This budget includes 3 summer students (1-4 month position and 2-2month positions
- \* The beautification budget includes \$2,500 for flowers, \$5,000 for trees

LIBRARY BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2027 PROPOSED BUDGET
<b>LIBRARY REVENUE</b>					
Admin Fee	1,500	1,500	1,500	1,500	1,500
<b>LIBRARY REVENUE</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>
<b>LIBRARY EXPENSES</b>					
Admin Labor	6,182	6,183	6,348	6,475	6,605
Income Tax/EI/CPP	370	370	389	397	405
Employees Benefits	939	938	918	937	955
Hall Grant	10,000	10,000	10,000	10,000	10,000
Local Library Requisition	12,000	12,000	12,000	12,000	12,000
Parkland Library Requisition	9,624	9,624	10,000	10,000	10,000
<b>TOTAL EXPENSES</b>	<b>\$39,115</b>	<b>\$39,115</b>	<b>\$39,656</b>	<b>\$39,809</b>	<b>\$39,966</b>
Amortization (Non-Cash)	\$0	\$0	\$0	\$0	\$0
<b>SURPLUS/DEFICIT</b>	<b>-\$37,615</b>	<b>-\$37,615</b>	<b>-\$38,156</b>	<b>-\$38,309</b>	<b>-\$38,466</b>

NOTES:

- \* 2026 Salaries and benefits changed to reflect a 1.4% COLA Increase
- \* 2027, 2028 Projected Salaries include an estimated 2% COLA

NATURAL GAS BUDGET OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>GAS REVENUE</b>					
Admin fee	0	0	0	0	0
Connect/Disconnect Fee	4,000	2,000	4,000	4,000	4,000
Sale of gas	522,000	319,854	612,000	612,000	612,000
Gas Service Charge	182,160	182,160	183,600	183,600	183,600
Infrastructure Renewal Fee	45,720	45,720	45,900	45,900	45,900
Penalties	9,500	7,000	8,000	8,000	8,000
<b>GAS REVENUE</b>	<b>\$763,380</b>	<b>\$556,734</b>	<b>\$853,500</b>	<b>\$853,500</b>	<b>\$853,500</b>
<b>GAS EXPENSES</b>					
Admin Labor	7,729	7,729	7,936	8,094	8,256
Income Tax/EI/CPP	463	463	487	497	506
Employees Benefits	1,174	1,174	1,148	1,171	1,194
SKNGS Admin Fee	114,000	114,000	126,000	114,000	114,000
Contracted Services	5,500	0	2,500	2,500	2,500
Repairs/Maintenance	3,900	3,900	6,400	3,900	3,900
Insurance	900	1,100	1,200	900	900
Service T Repair	10,000	0	8,000	10,000	10,000
Maintenance Materials	14,023	0	11,256	8,500	8,500
New Service Connections	4,000	0	4,000	4,000	4,000
Meter Inspection	10,100	14,000	8,150	10,000	10,000
Reg Station Utilities	2,000	1,300	1,500	2,000	2,000
Gas Purchases	354,000	169,313	420,000	420,000	420,000
SKNGS S.C. Transfer	30,480	30,480	30,600	30,600	30,600
Pipeline Tax	13,000	15,000	13,000	13,000	13,000
<b>TOTAL EXPENSES</b>	<b>\$571,269</b>	<b>\$358,459</b>	<b>\$642,177</b>	<b>\$629,162</b>	<b>\$629,357</b>
Amortization (Non-Cash)	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
<b>SURPLUS/DEFICIT</b>	<b>\$185,111</b>	<b>\$191,275</b>	<b>\$204,323</b>	<b>\$217,338</b>	<b>\$217,143</b>

NOTES: \* SKNGS distribution charge increas by \$0.10/GJ, Town Distribution Charge up \$0.10/gj in 2026

\* 2026 Salaries and benefits changed to reflect a1.4% COLA Increase

\* 2024 New infrastructure Renewal Fee of \$7.50/account/month to pu into Gas Reserves & Gas Service Charge incarese to \$30/month for reserves

\* 2027, 2028 Projected Salaries include an estimated 2% COLA

\* 5 year average is used for consumption and price of gas is estimated by Gas Alberta

PROPERTY TAX AND REQUISITIONS OVERVIEW					
	2025 BUDGET	2025 PROJECTED ACTUAL	2026 PROPOSED BUDGET	2027 PROPOSED BUDGET	2028 PROPOSED BUDGET
<b>REVENUE</b>					
Municipal Tax Revenue	1,141,644	1,143,907	1,160,335	1,183,030	1,207,211
Flagstaff Foundation	16,625	16,650	16,625	16,625	16,625
Public School Requisition	267,000	286,488	286,488	286,488	286,488
East Central school Req	5,288	5,890	5,288	5,288	5,288
Recreation Special Tax	65,000	65,000	65,000	65,000	65,000
Tax Penalties	18,000	20,225	18,000	18,000	18,000
<b>REVENUE</b>	<b>\$1,513,557</b>	<b>\$1,538,160</b>	<b>\$1,551,736</b>	<b>\$1,574,431</b>	<b>\$1,598,612</b>
<b>REQUISITION EXPENSES</b>					
Public School Requisition	267,000	286,749	286,488	286,488	286,488
East Central School Req	5,288	5,288	5,288	5,288	5,288
Flagstaff Foundation	16,625	16,625	16,625	16,625	16,625
Recreation Special Tax	65,000	65,000	65,000	65,000	65,000
<b>TOTAL EXPENSES</b>	<b>\$353,913</b>	<b>\$373,662</b>	<b>\$373,401</b>	<b>\$373,401</b>	<b>\$373,401</b>

#### NOTES

\* Beginning in 2023, a special flat tax will be implemented on all tax bills to offset the cost of electricity at the Killam Agriplex & Memorial Arena

5-Year Captial Budget Overview					
	2026	2027	2028	2029	2030
<b>CAPITAL EXPENSES</b>					
Admin	0		0	0	10,000
Common Services	7,500	0	0	0	100,000
Roads	1,233,450	118,195	617,400	660,600	150,000
Equipment	350,000	32,000		0	160,000
Water	210,000	0	344,700		100,000
Sewer	991,400	0	292,200	0	0
Cemetery	426,000				
Recreation	368,180				
Parks			0	0	200,000
Gas					
<b>TOTAL CAPITAL EXP.</b>	<b>\$3,586,530</b>	<b>\$150,195</b>	<b>\$1,254,300</b>	<b>\$660,600</b>	<b>\$720,000</b>
<b>CAPITAL REVENUE</b>					
Grants	1,012,700	32,000	563,400	608,000	345,000
Reserves (From)	566,250	118,195	690,900	52,600	375,000
Debenture	2,000,000	0	0	0	0
Taxation Revenue	7,500	0	0	0	0
<b>TOTAL CAPITAL REV.</b>	<b>\$3,586,450</b>	<b>\$150,195</b>	<b>\$1,254,300</b>	<b>\$660,600</b>	<b>\$720,000</b>
<b>CONTRIBUTED TO RESERVES</b>	<b>\$606,466</b>	<b>\$616,303</b>	<b>\$560,820</b>	<b>\$561,966</b>	<b>\$561,966</b>

TOTAL SURPLUS/DEFICIT	2026	2027
	\$0	\$0

ACCUMULATED SURPLUS	2024	2025	2026	2027	2028
	\$10,500,981	\$10,500,981	\$10,500,981	\$10,500,981	\$10,500,981