

An aerial photograph of a river winding through a landscape with vibrant autumn foliage in shades of red, orange, and yellow. A bridge spans the river in the upper right. The image is framed by decorative blue and red geometric shapes in the corners.

Version 1

2026-2027

# OPERATING & CAPITAL BUDGETS

Town of  
 **Middleton**  
Heart of the Valley



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# Section 1

## Budget Process

# Budget Process

Feb 13  
2026

- Management Meeting: Review Operating and Capital Budgets

Mar 2  
2026

- COTW: Public Input and Information Session on Draft Budgets (6pm)

Mar 2  
2026

- COTW: Review Version 1 Draft Operating and Capital Budgets

Mar 16  
2026

- Special COTW: Review Version 2 Draft Operating and Capital Budgets

Mar 23  
2026

- Special COTW: Review Version 3 Draft Operating and Capital Budgets

Mar 30  
2026

- Special Council: Approve Version 3 Draft Operating and Capital Budgets

# Strategic Plan 2025-2028

## Council's Strategic Initiatives

1. Perform an assessment of policing services within the Town of Middleton
2. Explore the construction of a multi-faceted facility for municipal services
3. Create a plan for replacing road and sidewalk infrastructure in priority areas
4. Create a plan for upgrading water infrastructure in priority areas
5. Finish the new reservoir including the decommissioning of the old reservoir
6. Create a growth plan that promotes housing and population growth, as well as economic development
7. Create a communications strategy that enhances public communication and transparency
8. Increase recreational programming and social events to the public

# Strategic Priority Areas

## Strategic Priority Areas

Strategic priority areas are the initiatives that an organization focuses on to achieve its goals over a set period. They are the core values that the Town wants to accomplish. Council created the below strategic priority areas for the previous strategic plan. These strategic priority areas were reviewed and determined to still be relevant. No changes have been made.

### *Strategic Priority Areas*



Environment



Infrastructure



Economy



Community



Governance

# Guiding Principles for Decision Making

Strategic planning guiding principles are a set of broad, overarching statements that direct the Town’s decision-making process during strategic planning, ensuring alignment with its vision. Guiding principles typically focus on key aspects like customer focus, innovation, ethical conduct, and continuous improvement; they act as a compass to guide the Town’s strategic direction.

Council created the below guiding principles for the previous strategic plan. These guiding principles were reviewed and determined to still be relevant. No changes have been made.

<b>Transparency</b>	We commit to ensure decisions are made openly and publicly and access to information is easily accessible.
<b>Accountability</b>	We commit to ensuring a trusting relationship with the public and the responsibility for the decisions of Council and their impact.
<b>Diversity</b>	We commit to embracing diversity and inclusion, and treating everyone with courtesy, equity and fairness.
<b>Sustainability</b>	We commit to making decisions that meet the needs of our community, while also being mindful of future needs and opportunities and ensuring long-term viability.
<b>Engaged</b>	We commit to inform, consult, involve, collaborate and/or empower our residents on decisions and the decision-making process.
<b>Informed</b>	We commit to seeking out complete information in order to make appropriate and evidence-based decisions.

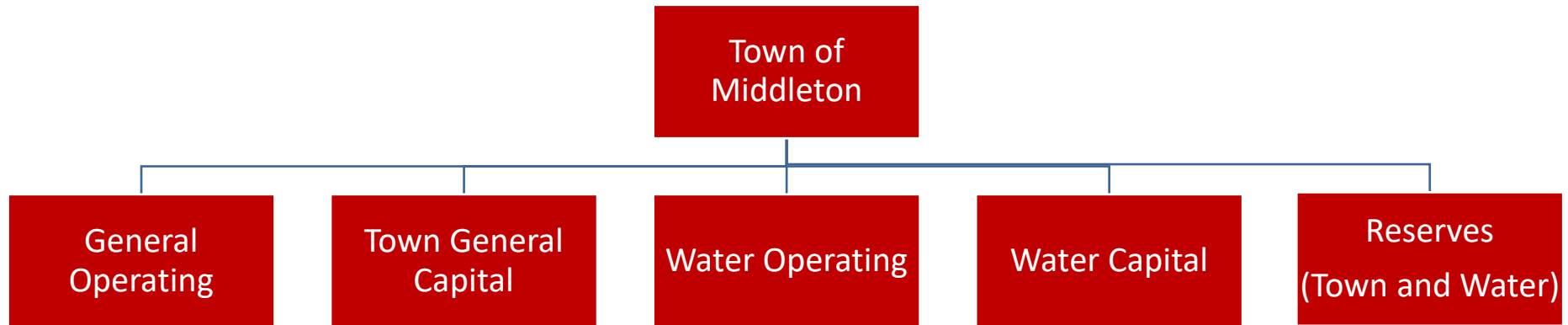
# Strategic Plan Initiatives (2026-2027)

1. Perform an assessment of policing services within the Town of Middleton
  - Staff to investigate options for the assessment
2. Explore the construction of a multi-faceted facility for municipal services
  - Staff to compile information for a design/build RFP – a consultant will need to be hired to help prepare the tender document
3. Create a plan for replacing road and sidewalk infrastructure in priority areas
  - Staff to compile information on roads and sidewalks by March 31, 2026
  - 2026-27: assess/prioritize each road and sidewalk and research costs
4. Create a plan for upgrading water infrastructure in priority areas
  - Staff to compile information on water infrastructure

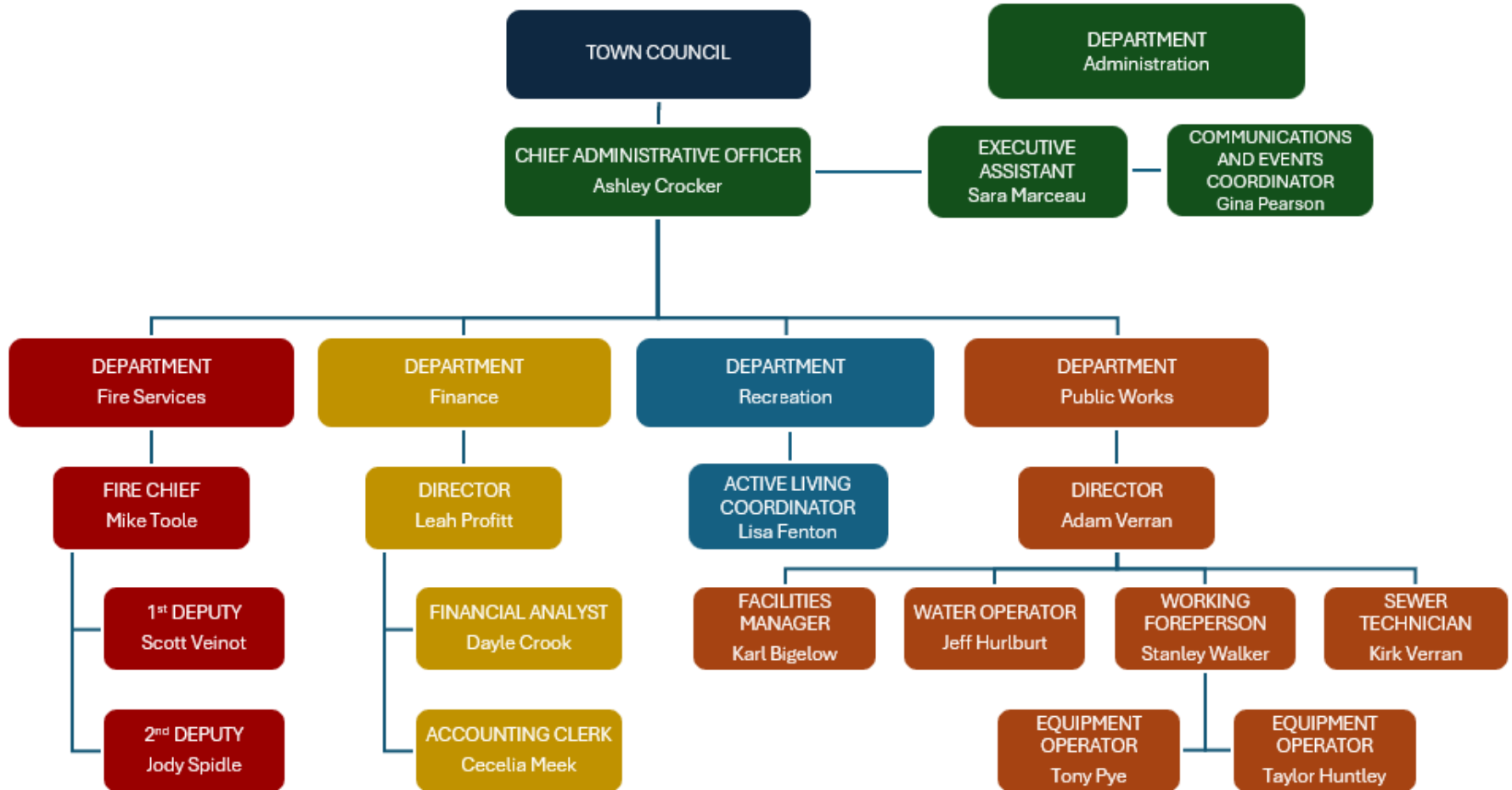
# Strategic Plan Initiatives (2026-2027)

5. Finish the new reservoir including the decommissioning of the old reservoir
  - New reservoir to be in operation by March 31, 2026
  - 2026-27: decommissioning of old reservoir
6. Create a growth plan that promotes housing and population growth, as well as economic development
  - Staff will continue to work with the main developer on the Northlands
7. Create a communications strategy that enhances public communication and transparency
  - First draft of external communications strategy to be completed Mar 31/26
  - 2026-27: staff will work on internal communications strategy
8. Increase recreational programming and social events to the public
  - 2026-27: New Heart of the Valley Festival Family Day

# Municipal Funds



# Organizational Chart



# Fiscal and Accounting Framework

- *Municipal Government Act:*
  - Requires that we have a balanced budget
  - Any prior year deficits must be funded in current year
  - Requires Council approval to use reserve funds
  - Requires proceeds of disposition of capital assets be used to purchase new capital assets, or placed in capital reserves
- *Utility and Review Board (UARB) Public Utilities Act:*
  - Requires that depreciation be funded from the water rate
  - Requires that all capital projects over \$250k be approved
  - Requires approval to use the Depreciation Reserve Fund

# Section 2

## Budget Highlights

# Budget Assumptions/Highlights

- Increase for RCMP contract (\$65K)
- Increase to education contribution (\$66K)
- Increase to Kings Transit Authority (\$82K)
- No increase for non-union staff or Council
- 3.0% increase for union staff per Collective Agreement
- 13 total staff
- No \$50K transfer to Sewer Reserve
- ½ new RCMP officer could not be accommodated in budget and must be deferred to next year

# Budget Pressures

- Mandatory payments are non-discretionary expenses, which total \$2.25M or 44% of total Town General expenses
- Kings Transit agreement increased by \$82,528 over the prior year – about \$55k is due to coming on as a full partner in 2026/27 and \$28k due to budget pressures at Kings Transit
- RCMP expense in the draft budget is increase by \$65k due to projecting a 3% increase for the contract
- Education increased by \$66,000 over the prior year – about \$23k was due to a true-up of 2025/26 actuals and \$43k is the projected increase for 2026/27
- Unable to support: increases in grant requests, transfer to sewer reserve, adding ½ RCMP officer, new Ec Dev Officer
- Reduced summer staff positions and gave no increase to non-union staff or Council

# Staffing

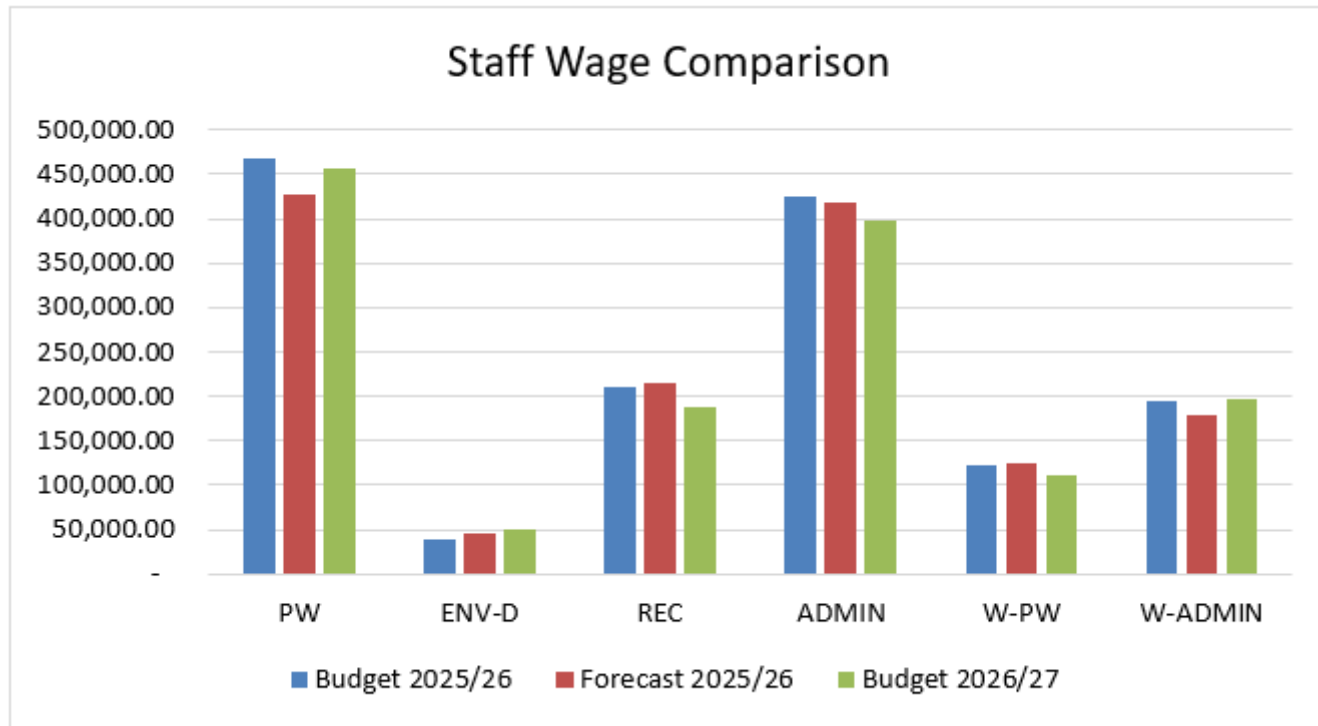
- Staffing breakdown:
  - 13 full-time positions
  - 1 seasonal position
  - Seasonal/Contract positions vary depending on programming
  - 8 Summer positions (reduced from 10 in prior year's budget due to budget constraints)

# Staffing Salary Comparison

	2026/27 Budget	2025/26 Budget	2025/26 Forecast
Town General	\$ 1,093,974	\$ 1,140,842	\$ 1,107,756
Water Operating	\$ 310,149	\$ 315,900	\$ 304,672
<b>Total</b>	<b>\$ 1,404,123</b>	<b>\$ 1,456,742</b>	<b>\$ 1,412,428</b>

- Decrease of 1% from 2025/26 Forecast and 4% from 2025/26 Budget:
  - 3.0% increase for union employees (as per the union contract)
  - **0.0%** increase for non-union staff based on budget constraints
  - No increase to Councillor honorariums
- Costs are split with the Water Utility in the following manner:
  - Public Works salaries and wages are allocated per time spent
  - Public Works benefits are split 70/30
  - Administration salaries are split 70/30

# Staffing

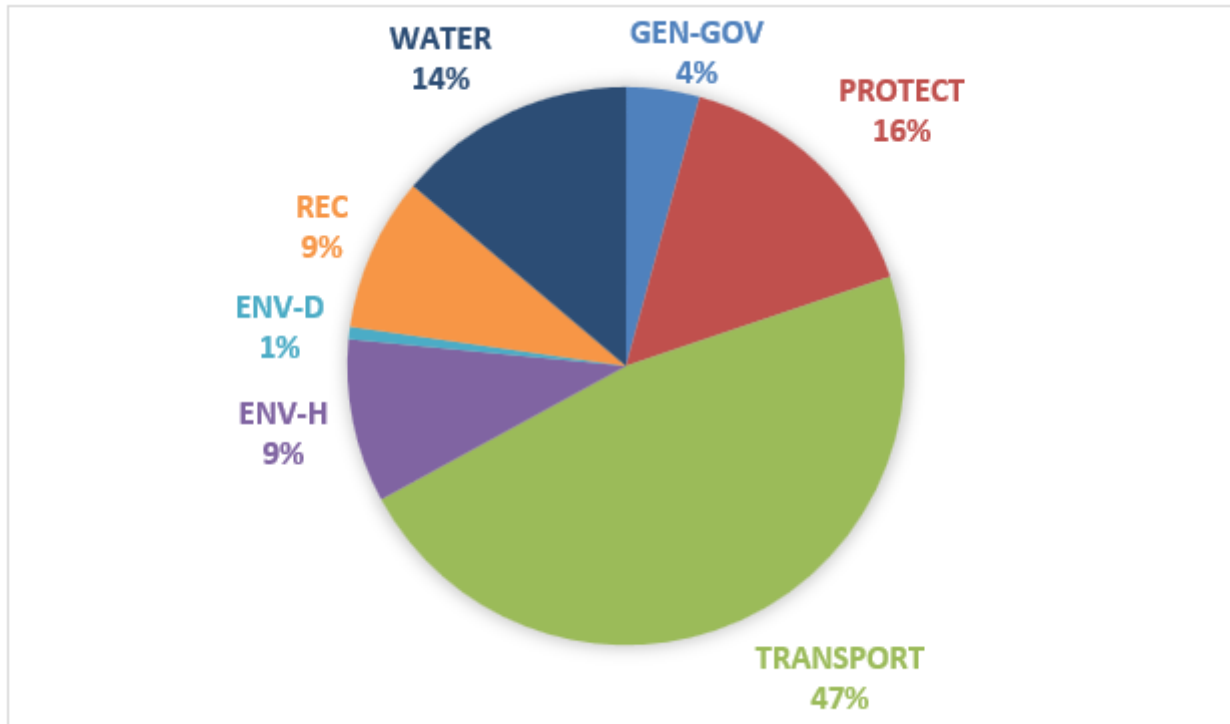


# Insurance

	2026/27 Budget	2025/26 Budget	Variance
Town General	\$85,831.93	\$83,331.97	\$2,499.96
Water Operating	\$13,775.16	\$13,373.94	\$401.22
<b>Total</b>	<b>\$99,607.09</b>	<b>\$96,705.91</b>	<b>\$2,901.18</b>

- Overall increase of 3.0% (last year was 10.5% increase)
  - Still with Brokerlink, our current provider.
- Cost allocated based on the property and contents of each department

# Insurance Breakdown



# Audit Fees

	2026/27 Budget	2025/26 Budget	Variance
Town General	\$23,100.00	\$20,972.00	\$2,128.00
Water Operating	\$9,900.00	\$8,988.00	\$912.00
<b>Total</b>	<b>\$33,000.00</b>	<b>\$29,960.00</b>	<b>\$3,040.00</b>

- BDO Canada is the Town's current audit firm
  - The prior 3-year contract with BDO Canada expired in 2025
  - Audit Services were tendered in December 2025 for a 5-year term and BDO Canada was awarded the contract
- Cost split 70/30 between Town General and Water Operating



# Section 3

## 2026/27 Town General Operating Budget

# Town General Operating Budget

General Operating Fund Budget Overview						
	2026/27	2025/26			2025/26	2024/25
	Budget	Budget	Change \$	Change %	Forecast	Actuals
<b>REVENUES</b>						
Assessable property taxes	4,304,328	4,050,246	254,082	6%	4,023,214	3,896,158
Grants in lieu of taxes	154,456	152,231	2,225	1%	151,577	154,810
Services provided to other governments	96,091	96,824	(733)	-1%	94,385	153,557
Sales of services	35,530	62,052	(26,522)	-43%	42,361	33,232
Other revenue from own sources	106,545	96,567	9,978	10%	118,122	95,554
Unconditional transfers from other governments	338,811	338,964	(153)	0%	339,172	338,947
Conditional transfers	219,092	214,563	4,529	2%	262,257	58,301
<b>TOTAL REVENUE</b>	<b>5,254,854</b>	<b>5,011,447</b>	<b>243,407</b>	<b>5%</b>	<b>5,031,088</b>	<b>4,730,559</b>
<b>EXPENSES</b>						
General government services	640,235	677,836	(37,601)	-6%	653,682	608,113
Protective services	1,843,510	1,723,632	119,878	7%	1,749,125	1,504,446
Transportation services	996,224	926,493	69,731	8%	845,986	756,990
Environmental health services	428,683	455,052	(26,369)	-6%	430,499	366,363
Public health services	-	-	-	0%	-	-
Environmental development services	243,088	268,939	(25,851)	-10%	248,826	201,016
Recreation and cultural services	369,328	401,445	(32,117)	-8%	391,290	409,021
Mandatory education contributions	564,528	498,736	65,792	13%	514,192	453,583
Interest (MFC)	37,485	42,823	(5,338)	-12%	43,856	43,186
Interest (Inter-fund)	878	1,755	(877)	-50%	1,755	2,851
<b>TOTAL EXPENSES</b>	<b>5,123,959</b>	<b>4,996,711</b>	<b>127,248</b>	<b>3%</b>	<b>4,879,211</b>	<b>4,345,569</b>
<b>ANNUAL SURPLUS / (DEFICIT)</b>	<b>130,894</b>	<b>14,736</b>	<b>116,158</b>		<b>151,877</b>	<b>384,991</b>
<b>FINANCING AND TRANSFERS</b>						
Principal repayments (MFC)	191,639	207,370	(15,731)	-8%	207,370	183,673
Principal repayments (Inter-fund)	17,569	29,010	(11,441)	-39%	29,010	37,337
Transfer to Sewer Reserve	-	-	-	0%	-	428,654
Transfer from Operating Reserve	-	(163,691)	163,691	-100%	(26,550)	-
Use of prior year surplus	-	(57,953)	57,953	-100%	(57,953)	-
<b>TOTAL AFTER TRANSFERS</b>	<b>(78,314)</b>	<b>-</b>	<b>(78,314)</b>		<b>(0)</b>	<b>(264,674)</b>

# Town General Operating Budget

<i>Town General Variances</i>				
	2026-2027	2025-2026		
	Budget	Budget	Variance	Variance Analysis
<b>REVENUES</b>				
Assessable property taxes	4,304,328	4,050,246	254,082	Increased assessments \$205K, fire protection (hydrant) charge increased by \$45K due to updated rate study
Grants in lieu of taxes	154,466	152,231	2,225	NTR
Services provided to other governments	96,091	96,824	(733)	NTR
Sales of services	35,530	62,052	(26,522)	No Multi-Cultural Festival planned for 2026. (2025-2026 revenue of \$23K)
Other revenue from own sources	106,545	96,567	9,978	\$5K add'l penalties on taxes
Unconditional transfers from other governments	338,811	338,964	(153)	NTR
Conditional transfers from federal or provincial governments or agencies	219,092	214,563	4,529	NTR
<b>TOTAL REVENUE</b>	<b>5,254,854</b>	<b>5,011,447</b>	<b>243,407</b>	
<b>EXPENSES</b>				
General government services	640,235	677,836	(37,601)	Savings due to FT DOF and no contract staff \$65K RCMP increase (3% increase and added back 3 months of 2025-2026 0.5 officer), \$45K hydrant rate increase per new rate study and offset above, fire department increase of \$6K (clothing, boots, insurance)
Protective services	1,843,510	1,723,632	119,878	Kings Transit increase \$82K (\$55K due to recognizing full partnership, KTA budget increased for 2026-2027 by
Transportation services	996,224	926,493	69,731	
Environmental health services	428,683	455,052	(26,369)	(\$35K) decrease in Valley Waste contract
Public health services	-	-	-	NTR
Environmental development services	243,088	268,939	(25,851)	(\$13K) decrease due to no Multi-Cultural Festival, (\$10K) reduction in building/fire services based on 25/26 trend
Recreation and cultural services	369,328	401,445	(32,117)	Numerous reductions in recreation/parks including summer staff
Mandatory education contributions	564,528	498,736	65,792	Education up by \$66K (\$23K prior year budget error, \$43K increase over 25/26)
Interest (MFC)	37,485	42,823	(5,338)	Old backhoe loan and tractor loan completed in 2025-2026 MFC 40-A-1 and MFC 35-A-1
Interest (Inter-fund)	878	1,755	(877)	NTR
<b>TOTAL EXPENSES</b>	<b>5,123,959</b>	<b>4,996,711</b>	<b>127,248</b>	
<b>ANNUAL SURPLUS / (DEFICIT)</b>	<b>130,894</b>	<b>14,736</b>	<b>116,158</b>	
<b>FINANCING AND TRANSFERS</b>				
Principal repayments (MFC)	191,639	207,370	(15,731)	Old backhoe loan and tractor loan completed in 2025-2026 MFC 40-A-1 and MFC 35-A-1
Principal repayments (Inter-fund)	17,569	29,010	(11,441)	Inter-fund borrowing for 3 past projects is now complete
Transfer to Reserves	-	-	-	Not able to budget transfer to sewer reserve of \$50K
Transfer from Operating Reserve	-	(163,691)	163,691	NTR
Use of prior year surplus	-	(57,953)	57,953	NTR
<b>TOTAL AFTER TRANSFERS</b>	<b>(78,314)</b>	<b>-</b>	<b>(78,314)</b>	

# Town General Operating Revenue

	2026/27 Budget	2025/26 Budget	Change \$	Change %	2024/25 Actuals	2025/26 Forecast
<b>REVENUES</b>						
Assessable property taxes	4,304,328	4,050,246	254,082	6.27%	3,896,158	4,023,214
Grants in lieu of taxes	154,456	152,231	2,225	1.46%	154,810	151,577
Services provided to other government	96,091	96,824	(733)	-0.76%	153,557	94,385
Sales of services	35,530	62,052	(26,522)	-42.74%	33,232	42,361
Other revenue from own sources	106,545	96,567	9,978	10.33%	95,554	118,122
Unconditional transfers	338,811	338,964	(153)	-0.05%	338,947	339,172
Conditional transfers	219,092	214,563	4,529	2.11%	58,301	262,257
<b>TOTAL REVENUE</b>	<b>5,254,854</b>	<b>5,011,447</b>	<b>243,407</b>	<b>4.86%</b>	<b>4,730,559</b>	<b>5,031,088</b>

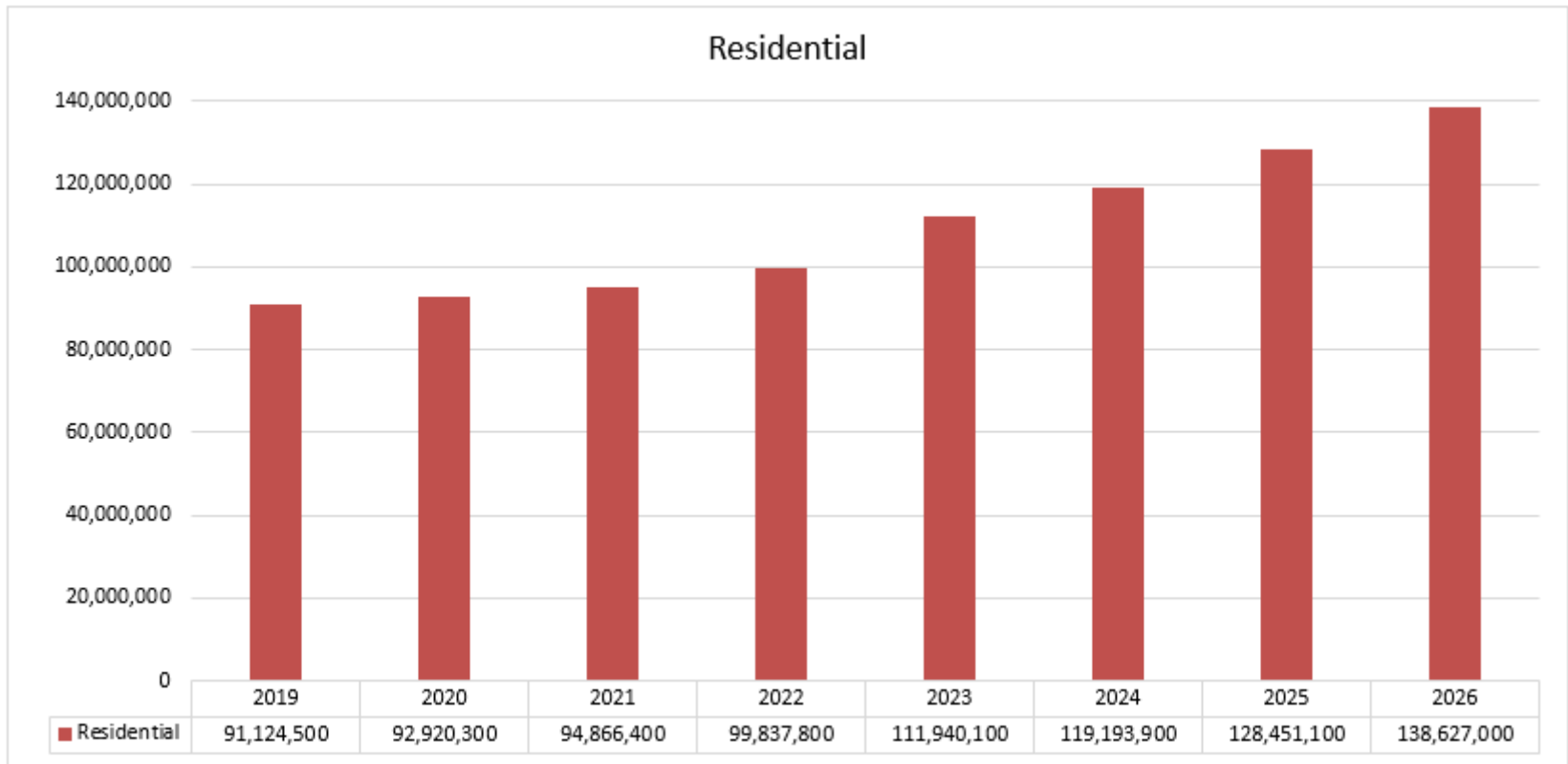
# Revenue Summary

- Revenues are up 4.9% from 2025/26 budget
- Property Tax Revenue increased by \$204,930
- Fire Protection Rate (Hydrant Rate) increased by \$45,000 due to the new Water Rate Study
- Budgeted \$20,000 grant from County of Annapolis for Recreation
- Sales of Services is down \$26,500 due to not planning a Multi-Cultural Festival in 2026/27

# Constraints due to Provincial Cuts

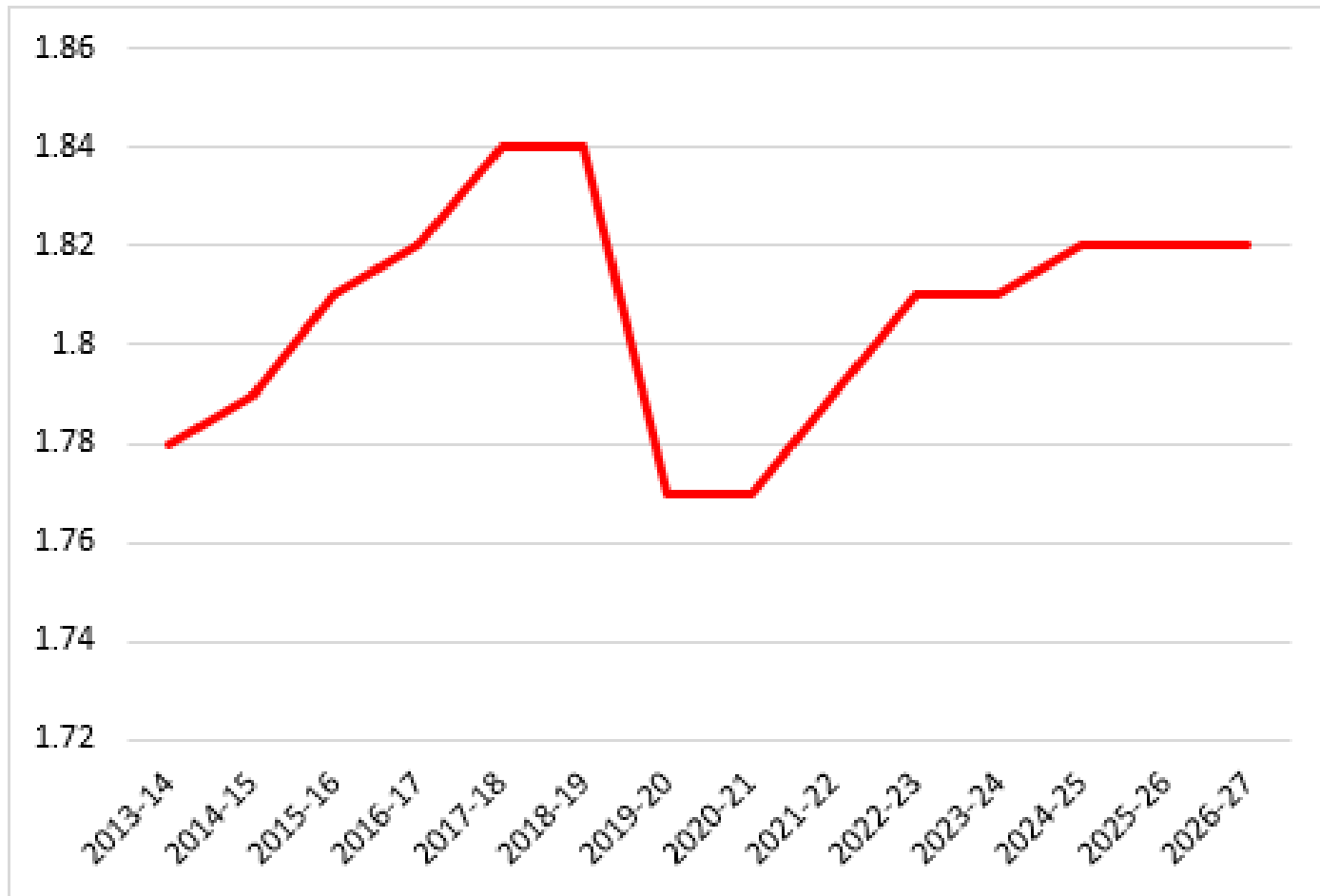
- The province announced cuts to many grants for the 2026/2027 budget year.
- The direct impact to the Town of Middleton is the Active Community Fund. We have budgeted \$18k in grant funds, but the program has been reduced by 50%.
- Although this potential cut will not operationally impact our budget, it will mean that the ability to offer services and support certain recreation programs over the year will be reduced.

# Residential Assessment Figures

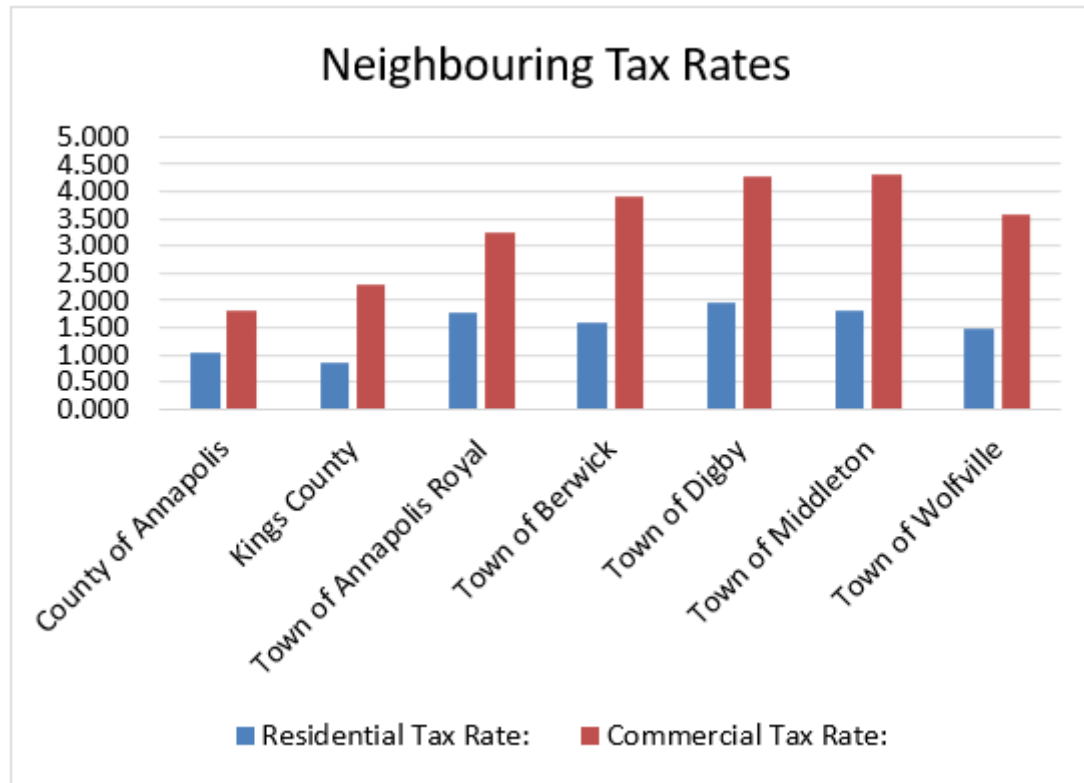


- Residential assessments represent 63.18% of overall assessment
- Residential assessments increased by 7.92% (up from 7.77% in prior year)
- Increase of over \$10.18M in assessed value

# Residential Historical Tax Rates



# Neighbouring Tax Rates



- Town of Middleton has the highest commercial rate
- Other Municipal Units have not yet set 2026-27 rates so the rates in the tables are 2025-26 rates

# Tax Revenue Highlights

Tax Revenue Increase	2026/27 Budget	2025/26 Budget	Variance
Residential	\$2,519,422	\$2,335,990	\$183,429
Commercial	738,129	716,629	21,500
<b>Total</b>	<b>\$3,257,552</b>	<b>\$3,052,619</b>	<b>\$204,930</b>

Budget does not include a tax rate increase.

1 cent =  
\$16,000

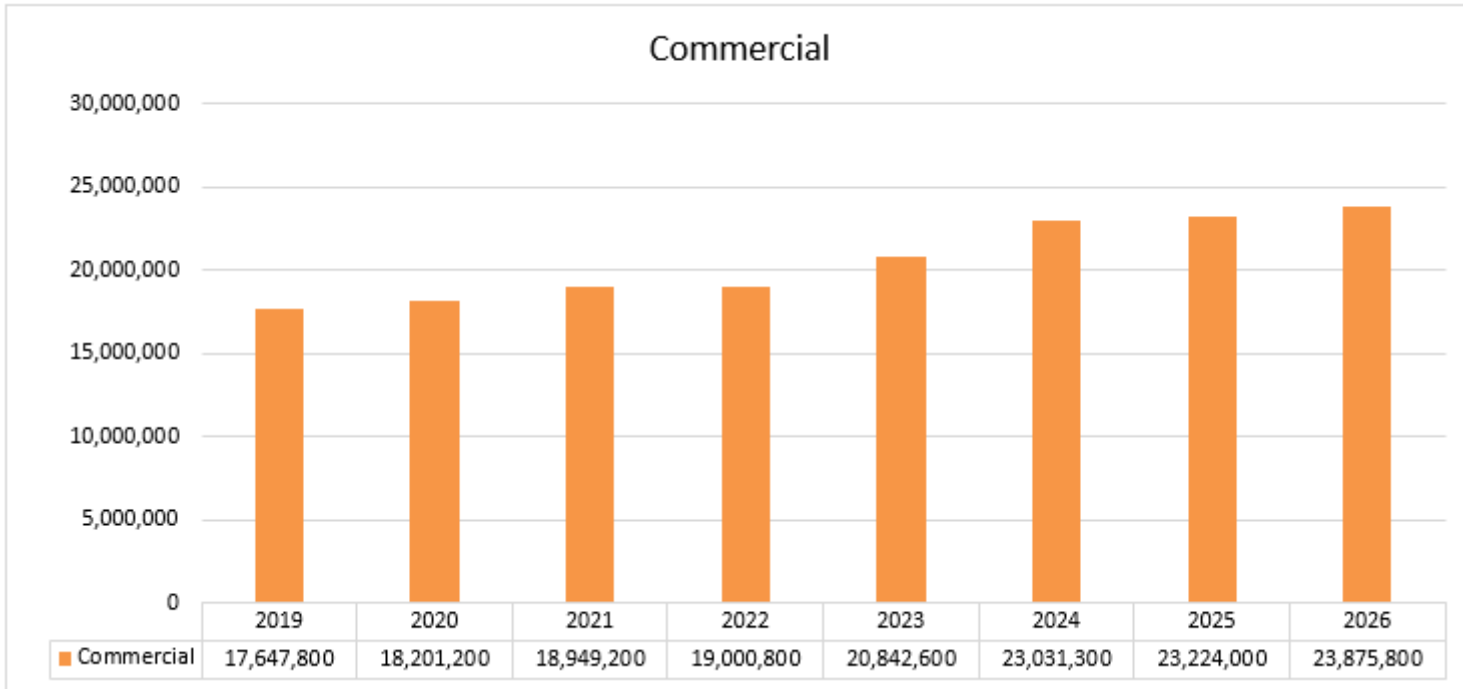
Residential 1 cent = \$13,966

Commercial 1 cent = \$2,025

# Residential Tax Effort

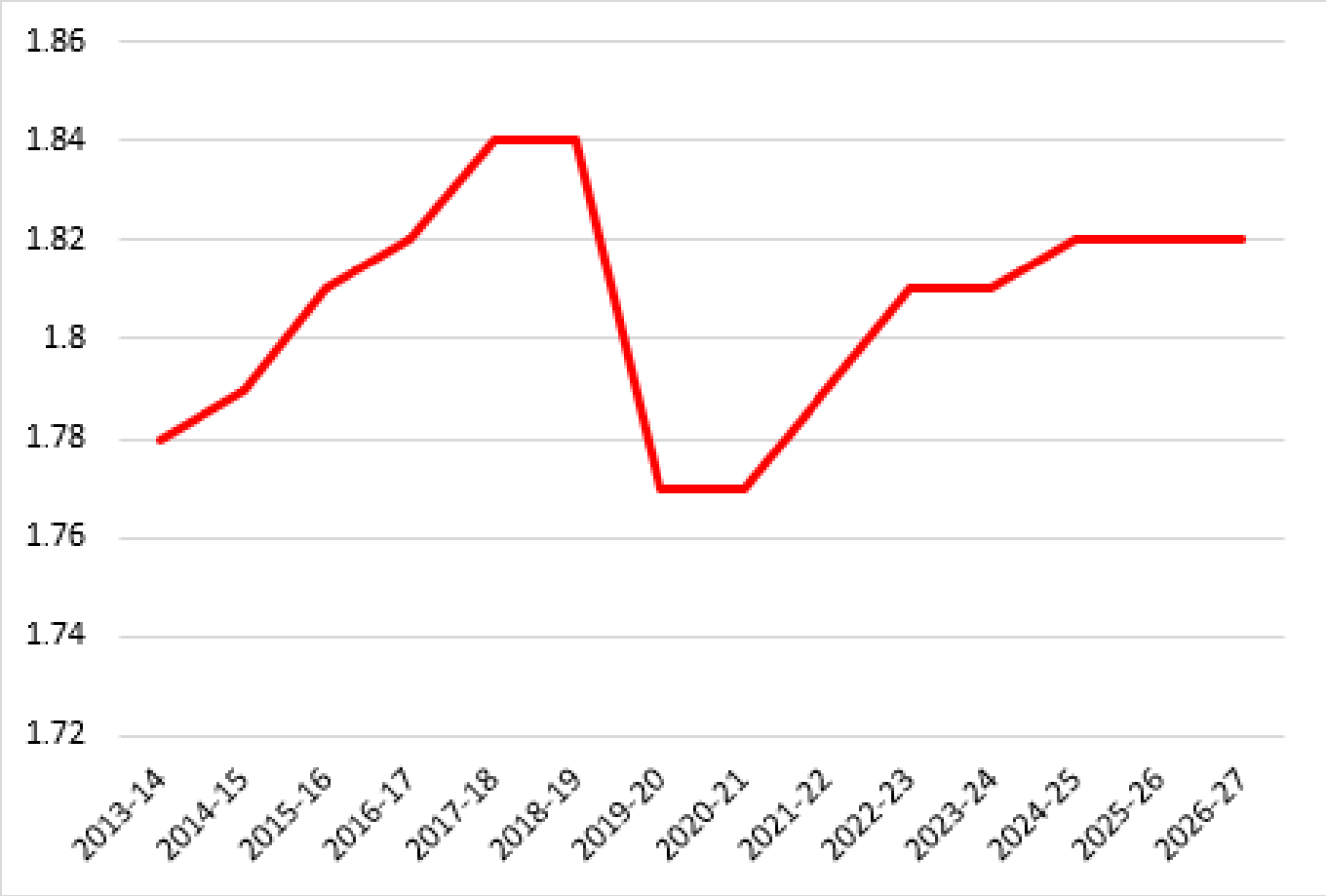
- Calculation: 
$$\frac{\text{Total residential tax revenue per dwelling unit}}{\text{Median household income}}$$
- 2026/27 budgeted residential tax effort: 6.0%
- 2025/26 forecasted residential tax effort: 5.6%
- 2024/25 submitted residential tax effort: 4.9%
- 2023/24 residential tax effort: 4.7%
- 2022/23 residential tax effort: 5.0%
- 2021/22 residential tax effort: 4.2%
- 2020/21 residential tax effort: 5.1%
- Risk Thresholds:
  - Low: Less than 4%
  - Moderate: 4% to 6%
  - High: Greater than 6%

# Commercial Assessment Figures



- Commercial assessments represent 10.88% of overall assessment
- Commercial assessments increased by 2.81% (up from 0.84% in prior year)
- Increase of over \$651K in assessed value

# Commercial Historical Tax Rates



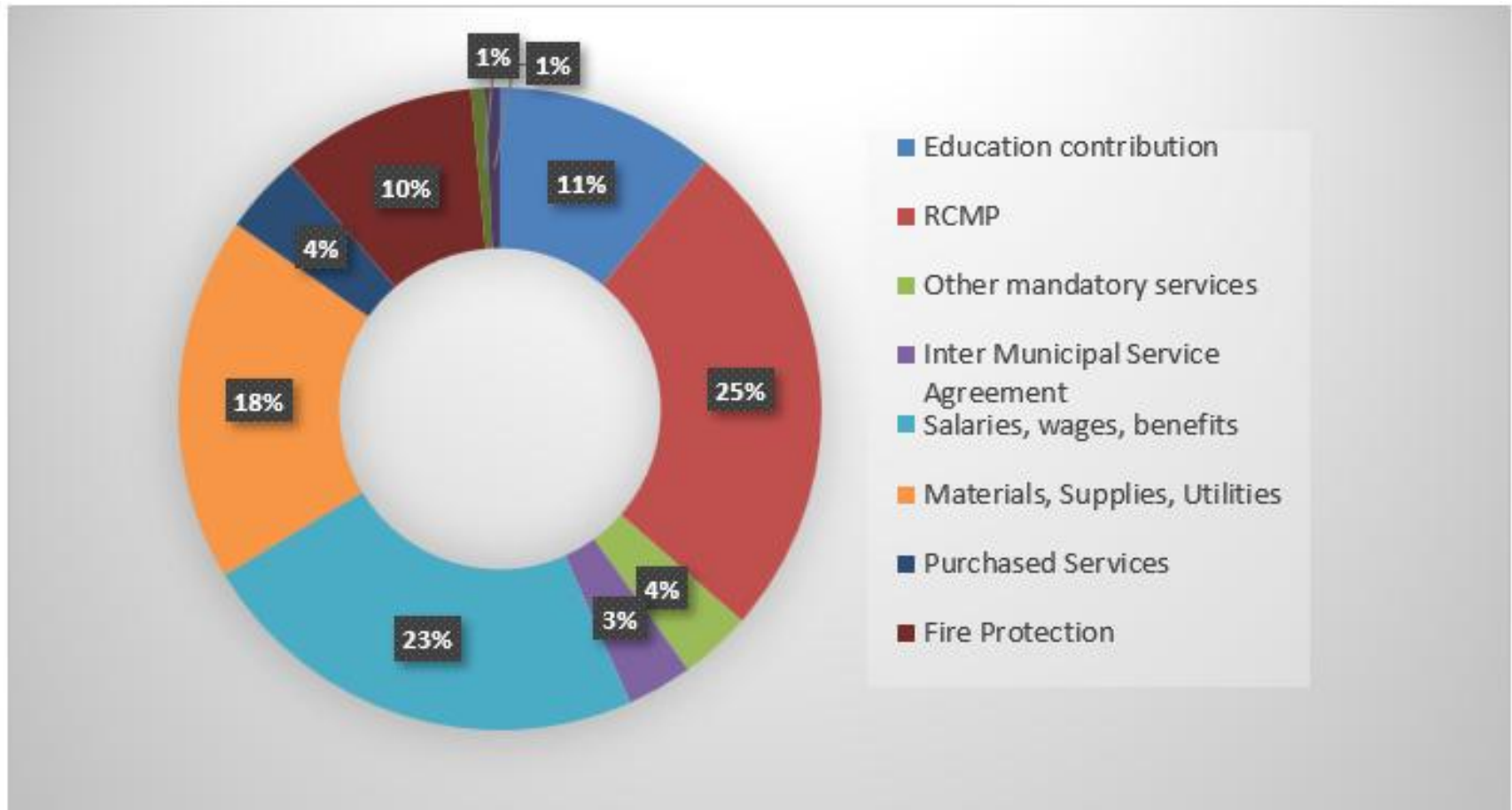
# Tax Rate Summary

Description	Notes	2026/27 Rate	2025/26 Rate
Residential	Per \$100 of assessment	1.82	1.82
Commercial	Per \$100 of assessment	4.30	4.30
Farm Acreage	Per acre	3.14	3.14
Forest Taxable (under 50,000)	Per acre	0.25	0.25
Seasonal Tourist	Per \$100 of assessment	3.23	3.23
Fire Protection	Per \$100 of assessment	0.1441	0.13
Sewer Rate (taxable)	Per \$100 of assessment	0.1324	0.13
Sewer Rate (tax-exempt)	Per 1 cubic meter	0.873	0.917
Sewer Rate (flat rate)	Flat fee	\$250	\$250

# Expenditure Summary

	2026/27 Budget	2025/26 Budget	Change \$	Change %	2024/25 Actuals	2025/26 Forecast
<b>EXPENSES</b>						
General government services	640,235	677,836	(37,601)	-5.55%	608,113	653,682
Protective services	1,843,510	1,723,632	119,878	6.95%	1,504,446	1,749,125
Transportation services	996,224	926,493	69,731	7.53%	756,990	845,986
Environmental health services	428,683	455,052	(26,369)	-5.79%	366,363	430,499
Public health services	-	-	-	0.00%	-	-
Environmental development servic	243,088	268,939	(25,851)	-9.61%	201,016	248,826
Recreation and cultural services	369,328	401,445	(32,117)	-8.00%	409,021	391,290
Mandatory education contributions	564,528	498,736	65,792	13.19%	453,583	514,192
<b>TOTAL EXPENSES</b>	<b>5,123,959</b>	<b>4,996,711</b>	<b>127,248</b>	<b>2.55%</b>	<b>4,345,569</b>	<b>4,879,211</b>

# Expenditures by Nature

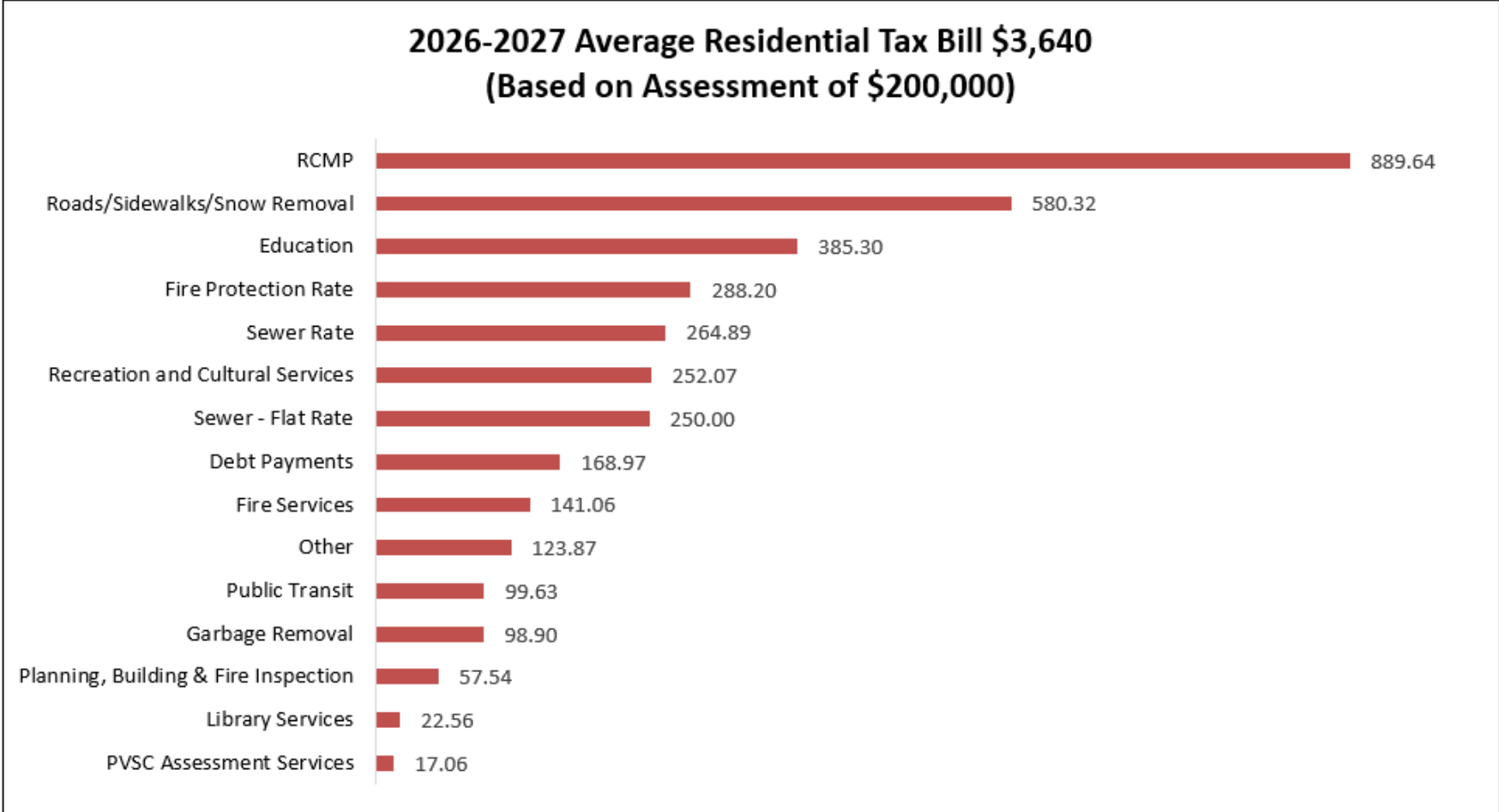


# Breakdown of Expenses

## 2026-2027 DRAFT Operating Budget for Town General - Breakdown of Expenses

Summary of Expenses	2026-2027 Budget	% of Expenses	Description	Category
Policing Services (RCMP)	1,303,461	24.4%	Provincial Policing Servicing Agreement	Non-discretionary
Staff Salaries	1,039,896	19.5%	13 staff, summer students	Some discretion
Education (AVRCE)	564,528	10.6%	Mandated Service	Non-discretionary
Fire Protection / Hydrant Rental to Water Utility	313,252	5.9%	Offset by revenue and transferred to Water Utility	Non-discretionary
Roads/Sidewalks/Storm (line painting, patching, signs, snow removal, tree removal, gravel)	264,992	5.0%	Mandated Service	Some discretion
Principal and Interest on Long-term Debt	247,572	4.6%	Loan Agreements with MFC	Non-discretionary
Fire Department Expenses	206,673	3.9%	Mandated Service	Some discretion
Utilities (Power, Water, Oil, Fuel)	177,550	3.3%	Based on NSP rates and fuel/oil costs	Non-discretionary
Public Transit	145,969	2.7%	Kings Transit and Trans-County Transportation under contract	Some discretion
Waste/Recycling Contract (Valley Waste Resource Management)	144,902	2.7%	Inter-Municipal Services Agreement	Non-discretionary
Professional Services (Audit, Legal, Surveying, Engineering)	131,380	2.5%	Some are under contract	Some discretion
Repairs and Maintenance	120,945	2.3%	To Town facilities and equipment	Some discretion
Technical Equipment (Computer, Licenses, Software, Telephone)	93,868	1.8%	Most under contract/agreement or required to perform services	Some discretion
Planning, GIS, and Building/Fire Inspection	84,306	1.6%	Mandated Service / Under Contract	Some discretion
Rec Programs (Learn to Run, Movie Nights, Heart of Christmas, Century Ride, day camps)	79,884	1.5%	Some expenses are offset by program revenue and grants	Discretionary
Public Works/Facilities/Parks Tools, Supplies, Materials	60,019	1.1%	\$35K sewer expenses, General Supplies \$10K, Small Tools \$8K	Some discretion
Insurance	54,631	1.0%	Required to have	Non-discretionary
Council Salaries	54,078	1.0%	7 members of Council	Some discretion
Staff Training, Travel, Wellness	35,745	0.7%	Most training is required for jobs/certifications required	Some discretion
Regional Library	33,048	0.6%	Mandated Service	Non-discretionary
Assessment (Property Valuation Services Corporation)	24,992	0.5%	Mandated Service (assessment roll)	Non-discretionary
Advertising and Office Supplies	24,568	0.5%	Some ads required by MGA	Discretionary
Grants to Organizations	24,400	0.5%	Pool, rink, museums, etc.	Discretionary
Tax Exemptions	22,920	0.4%	Per legislation/policies in place	Some discretion
Parks Maintenance	21,291	0.4%	Maintain playground, soccer fields, lawns, all parks, etc.	Some discretion
Bank Charges	17,500	0.3%	Required to have bank accounts - recently reviewed fees	Non-discretionary
Valley REN	12,182	0.2%	Inter-Municipal Services Agreement	Some discretion
Annapolis REMO	11,623	0.2%	Inter-Municipal Services Agreement	Some discretion
Bylaw Enforcement	8,500	0.2%	Through contract with County of Annapolis	Some discretion
Janitorial Expenses	8,493	0.2%	Under contract (went out to RFP)	Some discretion
<b>Total Expenses</b>	<b>5,333,168</b>			

# Where Do Tax Dollars Go?



# Mandatory Payments

- Mandatory Payments are items which the Town has no discretion over and form the single largest group of expenditures within the budget (44% of total expenses)

	2026/27 Budget	2025/26 Budget	Change \$	Change %	2024/25 Actuals	2025/26 Forecast
Correctional Services	-	-	-	0.00%	22,742	-
Inter Municipal Service Agreement *	168,707	204,506	(35,799)	-17.51%	149,512	213,178
Kings Transit **	145,969	63,441	82,528	130.09%	20,000	62,384
Property Valuation Services	24,992	23,273	1,719	7.39%	22,479	23,274
RCMP & Prosecution Services	1,303,461	1,236,212	67,249	5.44%	836,344	1,230,079
Regional Centre for Education	564,528	498,736	65,792	13.19%	413,508	514,192
Regional Housing	-	-	-	0.00%	116,110	-
Regional Library	13,900	12,300	1,600	13.01%	12,300	12,300
Tax Exemptions	22,920	20,709	2,211	10.68%	21,760	20,709
<b>TOTAL CONTRIBUTIONS</b>	<b>2,244,478</b>	<b>2,059,177</b>	<b>185,301</b>	<b>9.00%</b>	<b>1,614,754</b>	<b>2,076,115</b>

\* REMO, Valley Waste Resource Management and Valley REN

\*\* Kings Transit is now an IMSA as of 2026-2027

# Inter-Municipal Service Agreements

- TOTAL IMSA **\$168,707**
- Valley Region Solid Waste-Resource Authority **\$144,902**
- Valley Regional Enterprise Network **\$12,182**
- Annapolis County Regional Emergency Management Organization **\$11,623**

# Expenditure Summary

## General Government

	2026/27	2025/26			2024/25	2025/26
	Budget	Budget	Change \$	Change %	Actuals	Forecast
Salaries, wages, benefits	398,594	424,487	(25,893)	-6.10%	360,839	417,719
Materials, Supplies, Utilities	150,498	162,672	(12,174)	-7.48%	146,759	144,390
Purchased Services	43,231	46,695	(3,464)	-7.42%	57,194	47,589
Other mandatory services	24,992	23,273	1,719	7.39%	22,818	23,274
Grants	22,920	20,709	2,211	10.68%	20,503	20,709
<b>TOTAL Expenditures</b>	<b>640,235</b>	<b>677,836</b>	<b>(37,601)</b>	<b>-5.55%</b>	<b>608,113</b>	<b>653,682</b>

# Expenditure Summary

## Protective Services

	2026/27 Budget	2025/26 Budget	Change \$	Change %	2024/25 Actuals	2025/26 Forecast
Salaries, wages, benefits	4,500	4,500	-	0.00%	3,000	4,500
Materials, Supplies, Utilities	188,139	183,431	4,708	2.57%	211,368	181,222
Purchased Services	22,534	18,842	3,692	19.60%	13,719	52,677
Other mandatory services	313,252	268,402	44,850	16.71%	274,755	268,402
Inter Municipal Service Agreement	11,623	12,245	(622)	-5.08%	11,146	12,245
RCMP	1,303,461	1,236,212	67,249	5.44%	990,458	1,230,079
<b>TOTAL Expenditures</b>	<b>1,843,510</b>	<b>1,723,632</b>	<b>119,878</b>	<b>6.95%</b>	<b>1,504,446</b>	<b>1,749,125</b>

RCMP - \$1,301,385

Prosecution - \$2,077

Annapolis REMO - \$11,623

Bylaw Enforcement - \$8,500

Hydrant Rate - \$313,252

Fire Department - \$206,673

**TOTAL - \$1,843,510**

# Fire Department Budget

## Fire Department Budget

Fire Department Revenue	2026-2027	2025-2026	Variance
<i>Grants</i>			
Grant from County of Annapolis - Operating	71,858	69,969	1,889
<b>Total Revenue</b>	<b>71,858</b>	<b>69,969</b>	<b>1,889</b>
<b>Fire Department Expenses</b>			
<i>General Expenses</i>			
Repairs and Maintenance	31,157	40,504	(9,347)
Clothing & Boots	36,142	28,145	7,997
Other Equipment	26,899	24,822	2,077
Utilities (Power, Water, Oil, Fuel)	22,410	22,410	-
Technical Equipment (Computer, Licenses, Software, Telepho	20,680	18,064	2,616
Training and Travel	16,617	18,279	(1,662)
Insurance	22,534	18,842	3,693
Hose & Couplings	14,021	13,501	519
Janitor	11,513	11,513	-
Honoraria	4,500	4,500	-
Misc.	199	193	6
<b>Total Expenses</b>	<b>206,673</b>	<b>200,774</b>	<b>5,899</b>
<i>Non-Fire Department Expenses</i>			
Hydrant Rate flowed through to Water Utility	313,252	268,402	44,850
Bylaw Enforcement and Animal Control	8,500	6,000	2,500
Annapolis REMO	11,623	12,245	(622)
	333,375	286,647	46,728
<b>Total Expenses</b>	<b>540,048</b>	<b>487,422</b>	<b>52,627</b>
<b>Net Loss, Subsidized by Town General Tax Rate</b>	<b>(134,815)</b>	<b>(130,805)</b>	

# Expenditure Summary

## Transportation Services

	2026/27 Budget	2025/26 Budget	Change \$	Change %	2024/25 Actuals	2025/26 Forecast
Salaries, wages, benefits	377,817	389,340	(11,523)	-2.96%	405,711	354,884
Materials, Supplies, Utilities	423,336	425,919	(2,583)	-0.61%	285,176	385,791
Purchased Services	49,103	47,793	1,310	2.74%	46,103	42,927
Other mandatory services	145,969	63,441	82,528	130.09%	20,000	62,384
<b>TOTAL Expenditures</b>	<b>996,224</b>	<b>926,493</b>	<b>69,731</b>	<b>7.53%</b>	<b>756,990</b>	<b>845,986</b>

# Expenditure Summary

## Environmental Health (Sewer)

	2026/27	2025/26			2024/25	2025/26
	Budget	Budget	Change \$	Change %	Actuals	Forecast
Salaries, wages, benefits	79,980	77,899	2,081	2.67%	68,436	73,499
Materials, Supplies, Utilities	185,730	179,003	6,727	3.76%	154,987	158,649
Purchased Services	18,071	18,071	0	0.00%	18,336	9,599
Inter Municipal Service Agreement	144,902	180,079	(35,177)	-19.53%	124,603	188,752
<b>TOTAL Expenditures</b>	<b>428,683</b>	<b>455,052</b>	<b>(26,369)</b>	<b>-5.79%</b>	<b>366,363</b>	<b>430,499</b>

Category	Amount
Total Expenditures	\$ 428,683
Less: ineligible expenses (Tree removal, Valley Waste Contract)	(156,742)
Add: principal and interest payments on sewer loans	133,511
<b>Total to Recoup via Sewer Rates</b>	<b>\$ 405,452</b>

Category	Rate	Amount
Area Rate on taxable properties	\$0.0013	\$ 190,587
Flat Rate properties	\$250	161,250
Tax Exempt properties, based on water volume (cubic meters)	\$0.873	53,615
<b>Total Recouped from Rates</b>		<b>\$ 405,452</b>

# Expenditure Summary

## Environmental Development Services

	2026/27 Budget	2025/26 Budget	Change \$	Change %	2024/25 Actuals	2025/26 Forecast
Salaries, wages, benefits	133,813	136,893	(3,080)	-2.25%	49,497	135,711
Materials, Supplies, Utilities	21,605	43,342	(21,737)	-50.15%	136,726	25,482
Purchased Services	75,488	76,522	(1,034)	-1.35%	2,611	75,453
Inter Municipal Service Agreement	12,182	12,182	(0)	0.00%	12,182	12,180
<b>TOTAL Expenditures</b>	<b>243,088</b>	<b>268,939</b>	<b>(25,851)</b>	<b>-9.61%</b>	<b>201,016</b>	<b>248,826</b>

# Expenditure Summary

## Recreation and Cultural Services

	2026/27	2025/26			2024/25	2025/26
	Budget	Budget	Change \$	Change %	Actuals	Forecast
Salaries, wages, benefits	188,076	211,069	(22,993)	-10.89%	221,207	218,645
Materials, Supplies, Utilities	146,999	157,951	(10,952)	-6.93%	149,433	128,720
Purchased Services	7,853	7,625	228	3.00%	6,867	7,625
Other mandatory services	13,900	12,300	1,600	13.01%	12,300	12,300
Grants	12,500	12,500	-	0.00%	19,213	24,000
<b>TOTAL Expenditures</b>	<b>369,328</b>	<b>401,445</b>	<b>(32,117)</b>	<b>-8.00%</b>	<b>409,021</b>	<b>391,290</b>

# Recreation Budget

## Recreation Budget

Recreation Revenue	2026-2027	2025-2026	Variance
<i>Grants</i>			
Grant from County of Annapolis for Recreation	20,000	20,000	-
MPAL (Province of NS)	25,000	25,000	-
Active Kids Healthy Kids	1,921	1,921	-
Active Community Fund	18,000	16,256	1,744
Canada Summer Jobs (7 students)	14,061	15,386	(1,325)
	<u>78,982</u>	<u>78,563</u>	<u>419</u>
<i>Program Revenue</i>			
Summer Day Camps and March Break Camps	31,430	37,047	(5,617)
Facility Rentals	1,300	2,000	(700)
Shad Derby	2,800	2,505	295
Heart Run/Century Ride	26,327	22,417	3,910
	<u>61,857</u>	<u>63,969</u>	<u>(2,112)</u>
<b>Total Revenue</b>	<b><u>140,839</u></b>	<b><u>142,532</u></b>	<b><u>(1,693)</u></b>
<b>Recreation Expenses</b>			
<i>Town Recreation</i>			
Salaries and Benefits (including Parks & Rec)	144,299	165,310	(21,011)
Salaries - summer staff (8 students)	43,777	45,758	(1,981)
Program Expenses	42,014	48,928	(6,914)
Parks Repairs and Maintenance	26,458	35,389	(8,932)
Shad Derby	2,819	2,673	146
Heart Run/Century Ride	25,857	19,917	5,941
Training, Travel and Telephone	12,754	14,395	(1,641)
Utilities (Power, Water, Oil, Fuel)	11,710	11,575	135
Insurance	6,566	6,375	191
	<u>316,254</u> 45%	<u>350,319</u> 41%	<u>(34,065)</u>
<i>Grants</i>			
Library	33,048	32,525	523
Middleton Rink Commission	10,900	9,500	1,400
Middleton Pool Society	9,126	9,097	30
	<u>53,074</u>	<u>51,122</u>	<u>1,952</u>
<b>Total Expenses</b>	<b><u>369,329</u></b>	<b><u>401,441</u></b>	<b><u>(32,112)</u></b>
<b>Net Loss, Subsidized by Town General Tax Rate</b>	<b>(228,490)</b>	<b>(258,909)</b>	<b>30,419</b>

# Grants to Organizations

Organization	Description	2026-27 Budget	2025-26 Budget	2024-25 Actuals
Library	Power, Insurance, Janitor, Telephone, Water, Sewer, Repairs + Regional Library Contribution (\$12,300 in 25-26, \$13,900 in 26-27)	\$ 33,048	\$ 32,525	\$ 32,253
Pool	\$8,000 Grant, Insurance, Lights	9,126	9,097	12,913
Rink	\$4,500 Grant, Water, Sewer	10,900	9,500	24,997
M. Museum	General Operations	3,000	3,000	4,500
R. Museum	General Operations	2,000	2,000	3,000
SW Biosphere	General Operations	500	500	500
SMH	Foundation grant for new Digital Imaging Machine	-	-	5,000
Anna. SAR		-	1,000	1,000
<b>Total</b>		<b>\$ 58,574</b>	<b>\$ 57,622</b>	<b>\$84,163</b>

- Annapolis Ground Search and Rescue appreciated past grants but did not request one for 2026-2027
- Railway Museum requested \$5,000 operating for 2026-27 and an additional \$5,000 for Museum Signage
- Middleton Rink Commission requested an additional \$30,000 for roof revitalization
- MacDonald Museum requested \$6,000 for 2026-27
- Middleton Pool Society requested \$10,000 for 2026-27

# Grants to Organizations

The Town provides several In-Kind Services to organizations that are not recorded separately in the financial statements.

Organization	Description
Pool	Painting the pool, water maintenance/testing, mowing, line painting (~\$4,500)
Rink	Plowing, line painting, snow removal for Zamboni, help with ice removal (~\$3,500)
R. Museum	Flowers, garbage removal (~\$500)
M. Museum	Mowing, plowing, flowers and garden (~\$5,500) – note that staff understand there is a verbal agreement in place that these services are provided in exchange for use of the Museum’s greenhouse  Other maintenance (ex. re-doing the walkway) (~\$2,300)  Haunted House (~\$5,000)

# Shad Derby Budget

## Shad Derby Budget 2026

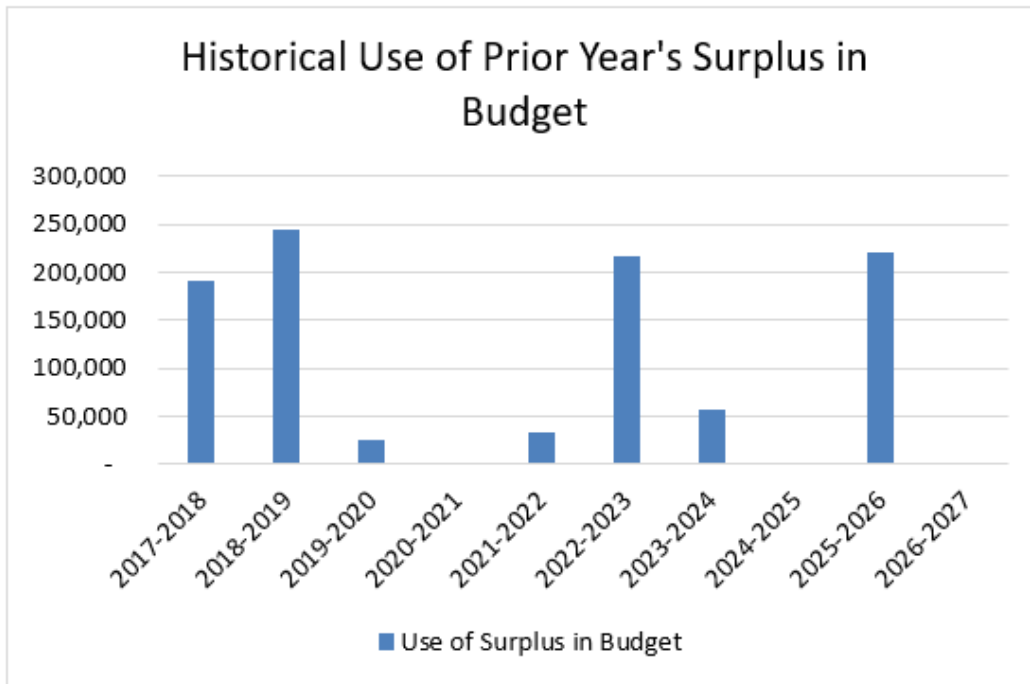
Revenue	Details	Vendor	Before HST	HST	TOTAL	TOWN COST
<i>In-Kind Donations</i>						
Goodie Bags for Kids	25 bags	Heather's Independent	150.00	-	150.00	150.00
Coffee for Event		Robin's Donuts	100.00	-	100.00	100.00
Water		Lequille Country Store	50.00	-	50.00	50.00
Prizes	2 fishing rods, shad darts, hats, etc	Lequille Country Store	300.00	-	300.00	300.00
Prizes	2 fishing rods, shad darts, hats, etc	Gates Landing	300.00	-	300.00	300.00
Prizes	Tackle boxes	The Tackle Shed	300.00	-	300.00	300.00
Prizes	Rod and tackle	K&S Bait Shop	300.00	-	300.00	300.00
Prizes	2 compact rods, assorted tackle, hats	Lures for Vets	300.00	-	300.00	300.00
			<b>1,800.00</b>	<b>-</b>	<b>1,800.00</b>	<b>1,800.00</b>
<i>Registrations</i>						
Online Registrations	\$25 adults and \$10 youth		1,000.00	-	1,000.00	1,000.00
					-	-
			<b>1,000.00</b>	<b>-</b>	<b>1,000.00</b>	<b>1,000.00</b>
<b>Total Revenue</b>			<b>2,800.00</b>	<b>-</b>	<b>2,800.00</b>	<b>2,800.00</b>
<i>Expenses</i>						
Salaries (included in operating budget already)			-	-	-	-
Hats	For registrants	Digby Print and Promo	770.00	107.80	877.80	799.70
Fishing nets, magnets, pliers		Dollarama	48.00	6.72	54.72	49.85
Prizes	In-kind donation		1,500.00	-	1,500.00	1,500.00
Water	In-kind donation		50.00	-	50.00	50.00
Coffee	In-kind donation	Colin Crowell	100.00	-	100.00	100.00
Goodie Bags for Kids	In-kind donation	Various	150.00	-	150.00	150.00
Courier			40.00	-	40.00	40.00
Bracelets			25.00	-	25.00	25.00
					-	-
			<b>2,683.00</b>	<b>114.52</b>	<b>2,797.52</b>	<b>2,714.55</b>
<b>Total Expenses</b>			<b>2,683.00</b>	<b>114.52</b>	<b>2,797.52</b>	<b>2,714.55</b>
<b>NET INCOME / (LOSS)</b>			<b>117.00</b>	<b>(114.52)</b>	<b>2.48</b>	<b>85.45</b>

# Heart Run/Century Ride Budget

Revenue	Details	Before HST	HST	TOTAL	TOWN COST
<b>Sponsorship</b>					
Confirmed Sponsors		4,000.00	-	4,000.00	4,000.00
Gift Cards		250.00		250.00	250.00
		<b>4,250.00</b>	<b>-</b>	<b>4,250.00</b>	<b>4,250.00</b>
<b>In-Kind Donations</b>					
Product Donation	Bananas	1,000.00	140.00	1,140.00	1,038.57
Product Donation	Chocolate Milk	500.00	70.00	570.00	519.29
Product Donation	Yogurt tubes, swag bag items	200.00	28.00	228.00	207.71
Product Donation	Coffee	200.00	28.00	228.00	207.71
Product Donation	12 cases of water	100.00	14.00	114.00	103.88
		<b>2,000.00</b>	<b>280.00</b>	<b>2,280.00</b>	<b>2,077.14</b>
<b>Registrations</b>					
Heart Run	Estimate 150	6,400.00	-	6,400.00	6,400.00
Century Ride	Estimate 100	13,600.00	-	13,600.00	13,600.00
		<b>20,000.00</b>	<b>-</b>	<b>20,000.00</b>	<b>20,000.00</b>
<b>Total Revenue</b>		<b>26,250.00</b>	<b>280.00</b>	<b>26,530.00</b>	<b>26,327.14</b>
<b>Expenses</b>					
<b>Century Ride</b>					
Jerseys	Estimate 100	8,500.00	1,190.00	9,690.00	8,827.85
Alternate Swag Items	If people register after cutoff (hats, etc.)	1,250.00	175.00	1,425.00	1,298.21
Volunteer Shirts	Estimate 20 volunteers	385.00	53.90	438.90	399.85
Postage - Mail Jersey's	If people do it virtually	202.00	28.28	230.28	209.79
PortaPotty	Corner of Mount Hanley Road	225.00	31.50	256.50	233.68
Chicken Dinner	Estimate 100 + 20 volunteers	1,440.00	201.60	1,641.60	1,495.54
Specialty Meals for Registrants with Allergies	Estimate 20 (last year 18)	300.00	42.00	342.00	311.57
Road Paint	Done by Rec Staff	80.00	11.20	91.20	83.09
Photographer		300.00	-	300.00	300.00
Adopt a Mile Signs		150.00	21.00	171.00	155.79
Gloves, Wipes, Napkins, granola bars, cups, etc.		500.00	70.00	570.00	519.29
Food Stop Food - Purchased	Ice, gatorade, muffins, apples, cream	800.00	112.00	912.00	830.88
Food Stop Food - Donated in Kind	Bananas, coffee, yogurt tubes, etc.	1,400.00	196.00	1,596.00	1,454.00
Water for participants - Donated in Kind	Donated	100.00	-	100.00	100.00
		<b>15,632.00</b>	<b>2,132.48</b>	<b>17,764.48</b>	<b>16,219.50</b>
<b>Heart Run</b>					
T-shirts	Estimate 150	3,275.00	458.50	3,733.50	3,401.32
Medals	Estimate 150	1,640.00	229.60	1,869.60	1,703.25
Gels	People running longer distances	190.00	26.60	216.60	197.33
Run NS Fees		235.00	32.90	267.90	244.06
Registration and Timing		2,400.00	336.00	2,736.00	2,492.57
Chocolate Milk	Donated	500.00	70.00	570.00	519.29
Water (Large bottles)		120.00	16.80	136.80	124.63
Turn Signs	May not need any this year	290.00	40.60	330.60	301.19
Cups		50.00	7.00	57.00	51.93
Age Category Awards	Unsure what we are doing, maybe certificates	290.00	40.60	330.60	301.19
Incidentals		290.00	40.60	330.60	301.19
		<b>9,280.00</b>	<b>1,299.20</b>	<b>10,579.20</b>	<b>9,637.93</b>
<b>Total Expenses</b>		<b>24,912.00</b>	<b>3,431.68</b>	<b>28,343.68</b>	<b>25,857.43</b>
<b>NET INCOME / (LOSS)</b>		<b>1,338.00</b>	<b>(3,151.68)</b>	<b>(1,813.68)</b>	<b>469.71</b>

# Operating Surplus

- It is not good financial practice to continuously take from reserves to balance the budget
- Over the past 10 years, the Town has budgeted to use almost \$1 million from reserves to balance the budget
- \$221k was budgeted in 2025-2026 to offset the deficit, and the latest forecast shows that only \$85k may be needed.



# Transfer to Reserves from Operating

- Every effort should be made each year to transfer money to reserves for the future replacement of assets
- The Town has historically transferred ~\$50,000 per year to the Sewer Reserve
- Staff removed the \$50,000 transfer to Sewer Reserve in 2025-26 and in the current 2026-27 draft budget due to the projected deficits



# Financial Condition Indicators (FCI's)

Indicator Name	Green	Yellow	Red	Actual	Actual	Actual	Actual	Actual	Actual	As Filed	Forecast	Budget			
				2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27			
B1 3-year change in Tax Base	= or > CPI% Change	< CPI Change, but not negative growth	Negative growth	3.1%	1.6%	0.8%	3.7%	4.6%	19.0%	25.5%	25.5%	26.4%			
B2 Reliance on Single Business/Institution	< 10%	10% to 15%	> 15%	1.1%	1.1%	1.0%	1.0%	1.1%	1.1%	1.2%	1.3%	1.4%			
B3 Residential Tax Effort	< 4%	4% to 6%	> 6%	4.7%	4.9%	5.1%	4.2%	5.0%	4.7%	4.9%	5.6%	6.0%			
S1 Uncollected Taxes	< 10% CY Tax billings	10% to 15% CY Tax billings	> 15% CY Tax billings	2.5%	4.4%	3.3%	3.3%	3.1%	4.9%	7.2%	6.9%	6.4%			
S2 Operating Reserve	> 20% Optg Exp	10% to 20% operating expenses	< 10% Optg Exp	9.7%	9.4%	10.9%	15.4%	15.6%	13.2%	21.7%	25.3%	22.6%			
S3 Debt Service Cost	< 10% OSR	10% to 15% own source operating revenue	> 15% OSR	9.5%	9.4%	8.6%	8.6%	8.0%	7.4%	5.8%	5.8%	5.9%			
S4 Outstanding Operating Debt	< 25% OSR	25% to 50% own source operating revenue	> 50% OSR	0.7%	5.3%	7.0%	0.0%	0.0%	17.8%	0.0%	0.0%	0.0%			
S5 Undepreciated Assets	NBV > 50% Cost	NBV 35% to 50% Cost	NBV < 35% Cost	52.5%	50.3%	49.9%	49.7%	48.1%	46.6%	44.5%	45.6%	42.9%			
R1 # of Deficits in Last 5 Years	0 in last 5 years	1 or more in last 5 years	1 or more in last 2 years	0	1.1	1	1	1	1	0	0	1			
R2 Liquidity	CA/CL > 1.5	CA/CL between 1 and 1.5	CA/CL < 1.0	2.6	1.8	2.3	2.7	3.9	1.5	2.5	1.9	2.0			
R3 Reliance on Government Transfers	< 15% Total Rev	15% to 20% Total Revenue	> 20% Total Revenue	11.7%	12.1%	12.3%	20.2%	10.7%	10.7%	9.3%	12.7%	11.9%			
R4 Combined Reserve (Operating & Capital)	> 40% Optg Exp+ Amort	30% to 40% Operating Exp + Amortization	< 30% Optg Exp+ Amort	30.4%	32.8%	35.8%	37.1%	40.8%	42.3%	50.9%	52.0%	44.2%			
Years with Budget Accuracy within + or - 5% in the last five years				2	2	1	2								
Overall Assessment - # FCI's that meet low risk threshold				9 to 12	7 to 8	6 or less	8	7	6	5	7	7	10	10	9

# Financial Condition Indicators (FCI's)

Indicator Name	Actual 2018-19	Actual 2019-20	Actual 2020-21	Actual 2021-22	Actual 2022-23	Actual 2023-24	As Filed 2024-25	Forecast 2025-26	Budget 2026-27
B1 3-year change in Tax Base	3.1%	1.6%	0.8%	3.7%	4.6%	19.0%	25.5%	25.5%	26.4%
B2 Reliance on Single Business/Institution	1.1%	1.1%	1.0%	1.0%	1.1%	1.1%	1.2%	1.3%	1.4%
B3 Residential Tax Effort	4.7%	4.9%	5.1%	4.2%	5.0%	4.7%	4.9%	5.6%	6.0%
S1 Uncollected Taxes	2.5%	4.4%	3.3%	3.3%	3.1%	4.9%	7.2%	6.9%	6.4%
S2 Operating Reserve	9.7%	9.4%	10.9%	15.4%	15.6%	13.2%	21.7%	25.3%	22.6%
S3 Debt Service Cost	9.5%	9.4%	8.6%	8.6%	8.0%	7.4%	5.8%	5.8%	5.9%
S4 Outstanding Operating Debt	0.7%	5.3%	7.0%	0.0%	0.0%	17.8%	0.0%	0.0%	0.0%
S5 Undepreciated Assets	52.5%	50.3%	49.9%	49.7%	48.1%	46.6%	44.5%	45.6%	42.9%
R1 # of Deficits in Last 5 Years	0	1.1	1	1	1	1	0	0	1
R2 Liquidity	2.6	1.8	2.3	2.7	3.9	1.5	2.5	1.9	2.0
R3 Reliance on Government Transfers	11.7%	12.1%	12.3%	20.2%	10.7%	10.7%	9.3%	12.7%	11.9%
R4 Combined Reserve (Operating & Capital)	30.4%	32.8%	35.8%	37.1%	40.8%	42.3%	50.9%	52.0%	44.2%
Years with Budget Accuracy within + or - 5% in the last five years	2	2	1	2					
Overall Assessment - # FCI's that meet low risk threshold	8	7	6	5	7	7	10	10	9

- 2026-27 FCI for # of Deficits in Last 5 years is 1 because the current budget has a deficit – this will need to be addressed/balanced and will go to green
- Residential Tax Effort FCI is just in the red at 6%. If not addressed in the current year, will need to be addressed in 2027/28

# Section 4

## 2026/27 Water Utility Operating Budget

# Water Utility Operating Budget

The Water Utility budget is still under development and will be presented at a later date

# Water Utility Revenue Summary

The Water Utility budget is still under development and will be presented at a later date

# Water Utility Expenditure Summary

The Water Utility budget is still under development and will be presented at a later date

# Water Utility Rate History

The Water Utility budget is still under development and will be presented at a later date



# Section 5

## 2026/27 Capital Budget

# 2026-2027 Capital Budget

For the Fiscal Year

2026/27

Project Name	Unit	Asset	Brief Description	Cost	Operating	Grant	Drawdown Reserves	Long-term Debt	Other	Project #
SIDEWALK REPLACEMENTS	Town	Sidewalks	Section of School Street and section of Gates Avenue from Main St to the school	25,000	-	-	25,000	-	-	22-14
LIFT STATION PUMP REPLACEMENT	Town	Sewer lift stations	Sewer pump	10,000	-	-	10,000	-	-	23-05
BROOKLYN/MAIN MANHOLE REPLACEMENT	Town	Storm sewer	Replace manhole cover	20,000	-	-	20,000	-	-	26-01
FIRE PUMPER/TANKER	Town	Vehicles	Replace 34 year old fire pumper/tanker	850,000	-	525,000	325,000	-	-	24-17
DOCK	Town	Land improvements	Replace wooden dock	85,500	-	56,430	-	-	29,070	25-09
CROSSWALK LIGHTS	Town	Streetlights & crosswalks	Install high-visibility crosswalk lights at 6 locations	73,487	-	48,501	24,985	-	-	25-10
MIGRATE ACCOUNTING SOFTWARE	Town	Computer technology	Accounting software migration	20,000	-	-	20,000	-	-	26-09
REMOVE ON-PREMISE DOMAIN CONTROLLER	Town	Computer technology	Replace domain controller	4,500	-	-	4,500	-	-	26-10
REPLACE CHRUCH STREET BETWEEN SCHOOL AND COMMERCIAL	Town	Streets	Replace section	143,000	-	-	143,000	-	-	26-12
<b>TOTAL TOWN</b>				<b>1,231,487</b>	<b>-</b>	<b>629,931</b>	<b>572,485</b>	<b>-</b>	<b>29,070</b>	
WATER VALVE REPLACEMENT	Water	Water services	Replace curbstops	24,000	-	-	24,000	-	-	24-10
FIRE HYDRANT REPLACEMENTS	Water	Water hydrants	Hydrants - 3 per year	18,000	-	-	18,000	-	-	22-10
WATER RESERVOIR	Water	Water reservoir	Decommission old resevoir	249,200	-	124,600	-	124,600	-	22-12-A
WELL PUMP REPLACEMENT	Water	Water Pumping equipment	Replace pump #3	25,000	-	-	25,000	-	-	24-09
WATER METER REPLACEMENTS	Water	Water meters	Replace broken meters	7,322	-	-	7,322	-	-	26-02
BROOKLYN ROAD SUCTION LINE REPLACEMENT	Water	Water Pumping equipment	Improve pump efficiency	12,000	-	-	12,000	-	-	26-04
WELL LEVEL SENSOR	Water	Water Pumping equipment	Broken sensor	9,000	-	-	9,000	-	-	25-02
<b>TOTAL WATER</b>				<b>344,522</b>	<b>-</b>	<b>124,600</b>	<b>95,322</b>	<b>124,600</b>	<b>-</b>	
				<b>\$ 1,576,009</b>	<b>\$ -</b>	<b>\$ 754,531</b>	<b>\$ 667,807</b>	<b>\$ 124,600</b>	<b>\$ 29,070</b>	

**Operating Impact of Capital Budget**  
For the Fiscal Year ended

2026/2027

Project Name	Dept	Repairs & Maintenance & Other	Interest Expense	Depreciation	Loan Principal	Total	Project #
SIDEWALK REPLACEMENTS	Roads	-	-	2,991	-	2,991	22-14
LIFT STATION PUMP REPLACEMENT	Sewer	-	-	1,417	-	1,417	23-05
DOCK	Recreation			3,420		3,420	25-09
CROSSWALK LIGHTS	Roads			2,939		2,939	25-10
FIRE PUMPER/TANKER	Fire	-	-	85,000	-	85,000	24-17
BROOKLYN/MAIN MANHOLE REPLACEMENT	Sewer	-	-	400	-	400	26-01
MIGRATE ACCOUNTING SOFTWARE	Administration	-	-	4,000	-	4,000	26-09
REMOVE ON-PREMISE DOMAIN CONTROLLER	Administration			900		900	26-10
REPLACE CHRUCH STREET BETWEEN SCHOOL AND COMMERCIAL	Roads			5,720		5,720	26-12
<b>TOTAL TOWN</b>		-	-	<b>106,787</b>	-	<b>106,787</b>	
FIRE HYDRANT REPLACEMENTS	Water	-	-	391	-	391	22-10
WATER RESERVOIR	Water	-	83,811	148,201	83,811	315,823	22-12-A
WELL PUMP REPLACEMENT	Water	-	-	1,250		1,250	24-09
WATER VALVE REPLACEMENT	Water			480		480	24-10
WELL LEVEL SENSOR	Water	-	-	450	-	450	25-02
WATER METER REPLACEMENTS	Water			366	-	366	26-02
BROOKLYN ROAD SUCTION LINE REPLACEMENT	Water	-	-	600	-	600	26-04
<b>TOTAL WATER</b>		-	<b>83,811</b>	<b>151,738</b>	<b>83,811</b>	<b>319,360</b>	
<b>Total Operating Impact</b>		<b>\$ -</b>	<b>\$ 83,811</b>	<b>\$ 258,525</b>	<b>\$ 83,811</b>	<b>\$ 426,147</b>	

# Capital Constraints Due to Provincial Cuts

- Grant funding was applied for to cover 66% of the cost of capital projects 25-09 (Riverside Dock) and 25-10 (Crosswalk Lights). Without provincial funding, we cannot proceed with these projects.
- These grants were applied for in 2025/2026 but not successful in receiving funding, so with the recent cuts to the grant programs for 2026/2027, the likelihood of being successful this year is even less.
- Community Access Ability grant funding and Recreation Facilities Development grant funding programs both reduced by 20% for the 2026/2027 budget.

# Section 6

## 5-Year Capital Plan

# 5-Year Capital Plan – Town

For the Five Years from

2026/27

to

2030/31

Project Name	Asset	Brief Description	Total	2026/27	2027/28	2028/29	2029/30	2030/31	Project #
COMMUNITY CENTRE & FIRE HALL	Buildings	New firehall & community Centre	6,251,551	-	-	6,251,551	-	-	22-06-A
SIDEWALK REPLACEMENTS	Sidewalks	Annual budget to replace segments	125,000	25,000	25,000	25,000	25,000	25,000	22-14
LIFT STATION PUMP REPLACEMENT	Sewer lift stations	Remaining 3 of 10 pumps are old - replace 1/year	30,000	10,000	10,000	10,000	-	-	23-05
BROOKLYN/MAIN MANHOLE REPLACEMENT	Storm sewer	Replace manhole on corner of Brooklyn/Main	20,000	20,000	-	-	-	-	26-01
FIRE HALL INSULATION	Buildings	Reduce heat loss to improve energy efficiency	17,200	-	17,200	-	-	-	24-15
FIRE TRUCK BAY HEAT PUMP & BASEBOARD HEATERS	Heavy equipment	Replace oil with heatpump & baseboard heaters	47,700	-	47,700	-	-	-	24-16
FIRE PUMPER/TANKER	Vehicles	31 years old - frequent repairs, issues with the electrical & reliability	850,000	850,000	-	-	-	-	24-17
SCBA AIR PACK REPLACEMENTS	Heavy equipment	National Fire Protection Agency requirement	72,000	-	-	72,000	-	-	24-18
DOCK	Land improvements	Accessibility & safety issues	85,500	85,500	-	-	-	-	25-09
CROSSWALK LIGHTS	Streetlights & crosswalks	6 high risk locations - children/traffic	73,487	73,487	-	-	-	-	25-10
FIRE TRUCK BAY INSULATION, LIGHTING, WALLS & CEILING	Buildings	Improve energy efficiency & work environment	87,000	-	87,000	-	-	-	25-11
FIRE DEPT TANKER TRUCK	Vehicles	End of life replacement	850,000	-	-	-	850,000	-	25-14
TOWN HALL RENOVATIONS	Buildings	Mechanical, electrical, furnace, heat pump, firewall	372,000	-	372,000	-	-	-	25-15
FIRE DEPT PUMPER TRUCK	Vehicles	End of life replacement	1,500,000	-	-	-	-	1,500,000	26-03
LEVEL TRANSDUCER & CONTROL BOX AT STP SWIRL FLOW	Sewer treatment plant equipment	Replace aging level transducer and control panel	15,000	-	15,000	-	-	-	26-05
STAGE FOR ROTARY PARK	Recreation equipment	Install a permanent stage at Rotary Park	61,300	-	61,300	-	-	-	26-06
SEACAN FOR REC DEP STORAGE	Recreation equipment	Purchase seacan to store rec dept inventory	6,237	-	6,237	-	-	-	26-07
MEDIA EQUIPMENT	Recreation equipment	Acquire media equipment	4,795	-	4,795	-	-	-	26-08
MIGRATE ACCOUNTING SOFTWARE	Computer technology	System enhancement	20,000	20,000	-	-	-	-	26-09
REMOVE ON-PREMISE DOMAIN CONTROLLE	Computer technology	End of life replacement	4,500	4,500	-	-	-	-	26-10
STP - NETWORK UPGRADES - STARLINK	Computer technology	System enhancement	4,285	-	4,285	-	-	-	26-11
REPLACE CHRUCH STREET BETWEEN SCHOOL AND COMMERCIAL	Streets	End of life replacement	143,000	143,000	-	-	-	-	26-12
<b>TOTAL TOWN</b>			<b>10,640,555</b>	<b>1,231,487</b>	<b>650,517</b>	<b>6,358,551</b>	<b>875,000</b>	<b>1,525,000</b>	

# 5-Year Capital Plan – Water

For the Five Years from

2026/27

to

2030/31

Project Name	Asset	Brief Description	Total	2026/27	2027/28	2028/29	2029/30	2030/31	Project #
FIRE HYDRANT REPLACEMENTS	Water hydrants	Annual budget to replace 3 per year	90,000	18,000	18,000	18,000	18,000	18,000	22-10
WATER RESERVOIR	Water reservoir	Year 2 - replace broken reservoir	249,200	249,200	-	-	-	-	22-12-A
WELL PUMP REPLACEMENT	Water Pumping equipment	End of life replacement	50,000	25,000	-	-	25,000	-	24-09
WATER VALVE REPLACEMENT	Water services	Identify & replace curbstops to isolate leaks	120,000	24,000	24,000	24,000	24,000	24,000	24-10
WATER MAIN UPGRADE - NORTHLANDS	Water Distribution mains	Upgrade to support growth	1,100,000	-	-	1,100,000	-	-	24-12
WATER METER REPLACEMENTS	Water meters	New development & replacement of broken meters	7,322	7,322	-	-	-	-	26-02
BROOKLYN ROAD SUCTION LINE REPLACEMENT	Water Pumping equipment	End of life replacement	12,000	12,000	-	-	-	-	26-04
WELL LEVEL SENSOR	Water Pumping equipment	Replace broken sensor	9,000	9,000	-	-	-	-	25-02
<b>TOTAL WATER</b>			<b>1,637,522</b>	<b>344,522</b>	<b>42,000</b>	<b>1,142,000</b>	<b>67,000</b>	<b>42,000</b>	

# 5-Year Capital Plan Funding – Town

For the Five Years from

2026/27

to

2030/31

Project Name	Unit	Total	Operating	Grant	Drawdown Reserves	Long-term Debt	Other	Project #
COMMUNITY CENTRE & FIRE HALL	Town	6,251,551	-	1,137,980	1,771,740	3,044,051	297,780	22-06-A
SIDEWALK REPLACEMENTS	Town	125,000	-	-	125,000	-	-	22-14
LIFT STATION PUMP REPLACEMENT	Town	30,000	-	-	30,000	-	-	23-05
BROOKLYN/MAIN MANHOLE REPLACEMENT	Town	20,000	-	-	20,000	-	-	26-01
FIRE HALL INSULATION	Town	17,200	-	-	17,200	-	-	24-15
FIRE TRUCK BAY HEAT PUMP & BASEBOARD HEATERS	Town	47,700	-	23,850	23,850	-	-	24-16
FIRE PUMPER/TANKER	Town	850,000	-	525,000	325,000	-	-	24-17
SCBA AIR PACK REPLACEMENTS	Town	72,000	-	-	72,000	-	-	24-18
DOCK	Town	85,500	-	56,430	-	-	29,070	25-09
CROSSWALK LIGHTS	Town	73,487	-	48,501	24,985	-	-	25-10
FIRE TRUCK BAY INSULATION, LIGHTING, WALLS & CEILING	Town	87,000	-	-	87,000	-	-	25-11
FIRE DEPT TANKER TRUCK	Town	850,000	-	380,000	-	470,000	-	25-14
TOWN HALL RENOVATIONS	Town	372,000	-	-	372,000	-	-	25-15
FIRE DEPT PUMPER TRUCK	Town	1,500,000	-	300,000	-	1,200,000	-	26-03
LEVEL TRANSDUCER & CONTROL BOX AT STP SWIRL FLOW	Town	15,000	-	-	15,000	-	-	26-05
STAGE FOR ROTARY PARK	Town	61,300	-	-	61,300	-	-	26-06
SEACAN FOR REC DEP STORAGE	Town	6,237	-	-	6,237	-	-	26-07
MEDIA EQUIPMENT	Town	4,795	-	-	4,795	-	-	26-08
MIGRATE ACCOUNTING SOFTWARE	Town	20,000	-	-	20,000	-	-	26-09
REMOVE ON-PREMISE DOMAIN CONTROLLER	Town	4,500	-	-	4,500	-	-	26-10
STP - NETWORK UPGRADES - STARLINK	Town	4,285	-	-	4,285	-	-	26-11
REPLACE CHURCH STREET BETWEEN SCHOOL AND COMMERCIAL	Town	143,000	-	-	143,000	-	-	26-12
<b>TOTAL TOWN</b>		<b>10,640,555</b>	<b>-</b>	<b>2,471,761</b>	<b>3,127,892</b>	<b>4,714,051</b>	<b>326,850</b>	

# 5-Year Capital Plan Funding – Water

For the Five Years from

2026/27

to

2030/31

Project Name	Unit	Total	Operating	Grant	Drawdown Reserves	Long-term Debt	Other	Project #
FIRE HYDRANT REPLACEMENTS	Water	90,000	-	-	90,000	-	-	22-10
WATER RESERVOIR	Water	249,200	-	124,600	-	124,600	-	22-12-A
WELL PUMP REPLACEMENT	Water	50,000	-	-	50,000	-	-	24-09
WATER VALVE REPLACEMENT	Water	120,000	-	-	120,000	-	-	24-10
WATER MAIN UPGRADE - NORTHLANDS	Water	1,100,000	-	-	-	1,100,000	-	24-12
WATER METER REPLACEMENTS	Water	7,322	-	-	7,322	-	-	26-02
BROOKLYN ROAD SUCTION LINE REPLACEMENT	Water	12,000	-	-	12,000	-	-	26-04
WELL LEVEL SENSOR	Water	9,000	-	-	9,000	-	-	25-02
<b>TOTAL WATER</b>		<b>1,637,522</b>	<b>-</b>	<b>124,600</b>	<b>288,322</b>	<b>1,224,600</b>	<b>-</b>	

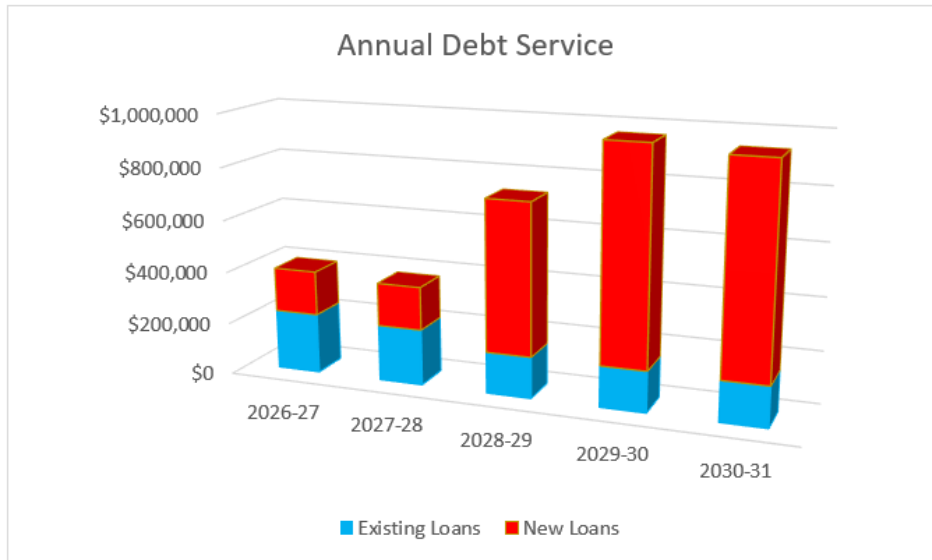
# 5-Year Capital Plan - Changes from 2026/27

- Additions – 2026/27 \$187.5k:
  - Manhole replacement \$20k
  - Migrate accounting software \$20k
  - Replace domain controller \$4.5k
  - Replace Church St between School and Commercial \$143k
- Additions – up to 2029/30 \$1.59m:
  - Fire Pumper Truck \$1.5m
  - Stage at Rotary Park \$61k
  - Seacan for Rec Storage \$6k
  - Level transducer and control box at Sewage Treatment Plant \$4.7k
  - Sewage Treatment Plant network upgrades \$4.2k
- Deletions:
  - Completed 2025/26 projects
  - Removed accounting software in 2029/30-\$350k
- Other Changes:
  - Increased Dock cost by \$3k
  - Increased crosswalk lights project cost by \$8k
  - Shifted Fire Hall and Town Hall renovation projects to 2027/28

# 5-Year Capital Budget Changes from 2026/27 - Water

- Additions \$22.9k:
  - Water meters \$7.3k
  - Suction line replacement \$12k
  - Well level sensor \$9k
- Deletions:
  - Completed 2025/26 projects
- Other Changes:
  - Well pump #3 was deferred from Prior year to current year
  - Shifted Water main upgrade – Northlands from 2027/28 to 2028/29

# Budget Impact on Debt Service



- Current debt service is approximately \$396k per year
- In 2028/29, firehall/community centre adds \$304k per year in 2028/29 and Northlands upgrade adds \$110k

# 5-Year Capital Plan: Impact on Financial Condition Indicators (FCI's)

Financial Condition Indicators Affected by Capital Budget		Forecast	BUDGET	PLAN				Indicator Thresholds		
		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31			
<b>Operating Reserve</b>	=A/B	25.3%	22.6%	20.8%	19.0%	18.8%	19.2%	>20%	10%-20%	<10%
Accumulated Surplus (Deficit) - General Operating Reserve	A	\$ 1,063,598	\$ 1,070,212	\$ 978,235	\$ 925,799	\$ 944,315	\$ 963,202			
Total Expenses	B	\$ 4,197,439	\$ 4,726,032	\$ 4,699,162	\$ 4,862,462	\$ 5,029,462	\$ 5,029,462			
<b>Debt Service Cost</b>	=C/D	5.8%	5.9%	5.5%	11.8%	18.0%	17.5%	< 10%	10%-15%	>15%
Total principal & interest	C	226,860	229,124	213,826	461,772	702,898	685,105			
Total Revenue less conditional transfers	D	3,909,795	3,909,795	3,909,795	3,909,795	3,909,795	3,909,795			
<b>Undepreciated Assets (estimated)</b>	=E/F	45.6%	42.9%	42.1%	53.5%	53.0%	53.6%	<25%	25%-50%	>50%
Total Net book value of General capital assets including WIP	E	9,264,375	8,739,889	8,840,920	14,649,985	14,975,499	15,951,013			
Total Gross cost of General capital assets including WIP	F	20,326,698	20,351,698	21,002,215	27,360,766	28,235,766	29,760,766			
<b>Combined Reserves (Operating &amp; Capital)</b>	=G/B	52.0%	44.2%	35.8%	34.8%	35.4%	37.2%	>40%	30%-40%	<30%



# Section 7

## Capital Project Sheets

**Project Name: COMMUNITY CENTRE & FIRE HALL**

Project # 22-06-A

Department: Administration Unit: Town Asset Class Buildings

Type of Asset: New & replacement Reason: Other Expected Useful Life: 40 years

**Project Description:** Construct new firehall and community centre. Costs to date \$394k for land, design, tender, etc. Future costs: Construction - lowest bid \$5.8 million, \$108k Jost construction supervision, \$20k furniture & fixtures, Environmental Assessment and Aboriginal Consultation before any sitework begins - estimate \$15k. \$257k HST on future costs at 4.29% Project total now \$6.6 million.

**Need for Project:** Improve access to firetrucks during emergencies. Provide community centre meeting space and comfort centre.

**Project Funding:** Federal portion - \$1,137,980 ICIP grant, plus \$1,771,740 drawdown of Community Centre/Fire Hall Reserve, plus \$265,057 from Volunteer Fire Dept fundraising and borrow remaining \$3 million from Municipal Finance Corporation financed over 20 years at 5%

**Carry-over Project:** Approximately \$394,000 spent to date on engineering and design in preparation for tender, including \$142,000 for land, which will eventually be funded from the Debenture

**Additional Operating Expense:** Estimate 1% of capital cost for maintenance

	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		
<b>Annual Operating Impact:</b>										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	152,203	152,203	152,203	456,608	456,608
Depreciation expense	-	-	-	-	-	156,289	156,289	156,289	468,866	468,866
Loan principal	-	-	-	-	-	152,203	152,203	152,203	456,608	456,608
<b>Total Operating Impact</b>	-	-	-	-	-	460,694	460,694	460,694	1,382,082	1,382,082
<b>Capital Budget:</b>										
Capital cost	394,224	-	394,224	-	-	6,251,551	-	-	6,251,551	6,645,775
<b>Funding:</b>										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	1,137,980	-	-	1,137,980	1,137,980
Drawdown Reserves	394,224	-	394,224	-	-	1,771,740	-	-	1,771,740	2,165,964
Long-term debt	-	-	-	-	-	3,044,051	-	-	3,044,051	3,044,051
Other	-	-	-	-	-	297,780	-	-	297,780	297,780
<b>Total funding</b>	394,224	-	394,224	-	-	6,251,551	-	-	6,251,551	6,645,775

**Project Name: FIRE HYDRANT REPLACEMENTS**

Project # 22-10

Department: Water Unit: Water Asset Class Water hydrants

Type of Asset: Replacement Reason: End of life asset replacement Expected Useful Life: 75 years

**Project Description:** Replace 3 hydrants per year at approximately \$6,000 each (\$18,000 total per year), including the hydrant, concrete, gravel and labour

**Need for Project:** Broken hydrants need to be replaced to ensure they are operable in the event of a fire. Leaking hydrants need to be replaced to minimize the loss of potable water.

**Project Funding:** Fund from Water Depreciation Reserve

**Carry-over Project** In 2023/24 1 hydrant was replaced at a cost of \$3,270. In 2024/25, 2 hydrants were replaced at \$8,040. Budgeted hydrant replacement for 25/26 could not be completed due to staff shortages

**Additional Operating Expense** n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	391	631	871	1,111	1,351	4,354	4,354
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	391	631	871	1,111	1,351	4,354	4,354
<b>Capital Budget:</b>	<b>3/31/2025</b>	<b>2025/26</b>	<b>3/31/2026</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>Total</b>	<b>Project Total</b>
Capital cost	11,310	-	11,310	18,000	18,000	18,000	18,000	18,000	90,000	101,310
<b>Funding:</b>										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	11,310	-	11,310	18,000	18,000	18,000	18,000	18,000	90,000	101,310
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	<b>11,310</b>	<b>-</b>	<b>11,310</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>90,000</b>	<b>101,310</b>

**Project Name: WATER RESERVOIR**

**Project # 22-12-A**

**Department:** Water      **Unit:** Water      **Asset Class** Water reservoir

**Type of Asset:** New & replacement      **Reason:** Critical level of service      **Expected Useful Life:** 75 years

**Project Description:** Replace existing water reservoir over 2 year construction period at an estimated total cost of \$5.4m, including \$249k estimated cost of decommission existing reservoir once the new system is operational. YR1 siteworks, yard-piping, zone building & engineering supervision. YR2 reservoir, pump station & engineering supervision. YR3 decommission old structure

**Need for Project:** Existing reservoir has been leaking treated water for many years and is not repairable. The water level cannot be maintained high enough to support most emergency and peak use requirements. There is a risk of catastrophic failure.

**Project Funding:** \$2.6m in grants (MCGP & SSGF), plus \$835k additional operating revenue since 2018 rate study, all in the Reservoir Reserve and Borrow the balance from MFC over 20 years at estimated 5% per annum. \$351k of initial engineering work was funded \$206k from PCAP & Depreciation Reserve, as well as \$144k of future debt

**Carry-over Project:** The Town has spent \$356k on engineering and design work for this project, plus \$60k for land. Funding was from Gas Tax, PCAP grant, Depreciation Reserve, Surplus and \$123k of future debt. In 2024/25, approximately \$1m of the \$1.55m budget had been spent as of 2/25.

**Additional Operating:** n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	83,811	83,811	83,811	83,811	83,811	419,055	419,055
Depreciation expense	-	-	-	148,201	148,201	148,201	148,201	148,201	741,005	741,005
Loan principal	-	-	-	83,811	83,811	83,811	83,811	83,811	419,055	419,055
<b>Total Operating Impact</b>	-	-	-	<b>315,823</b>	<b>315,823</b>	<b>315,823</b>	<b>315,823</b>	<b>315,823</b>	<b>1,579,115</b>	<b>1,579,115</b>
<b>Capital Budget:</b>	<b>3/31/2025</b>	<b>2025/26</b>	<b>3/31/2026</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>Total</b>	<b>Project Total</b>
Capital cost	1,363,387	3,741,821	5,105,208	249,200	-	-	-	-	249,200	5,354,408
<b>Funding:</b>										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	747,934	1,870,911	2,618,845	124,600	-	-	-	-	124,600	2,743,445
Drawdown Reserves	470,705	464,038	934,743	-	-	-	-	-	-	934,743
Long-term debt	144,748	1,406,873	1,551,621	124,600	-	-	-	-	124,600	1,676,221
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	<b>1,363,387</b>	<b>3,741,821</b>	<b>5,105,208</b>	<b>249,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>249,200</b>	<b>5,354,408</b>

**Project Name: SIDEWALK REPLACEMENTS**

Project # 22-14

Department: Roads Unit: Town Asset Class Sidewalks

Type of Asset: Replacement Reason: End of life asset replacement Expected Useful Life: 25 years

Project Description: Replace a section of sidewalk each year. In 2025/26 replace Main St sections one near Bruce Motors and one near Tim Hortons

Need for Project: End-of-life issues with cracking, uneven sections that pose trip hazard, and any adjustments to curbs to improve accessibility. Broken and uneven sections increase wear and tear on the Trackless and reduce it's lifespan

Project Funding: Drawdown CCBF (Gas Tax) Reserve

Carry-over Project In 2025/26 the Town spent \$23k. In 2024/25 the Town spent \$13k, and in 2023/24 spent \$14k.

Additional Operating Expense n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	2,991	3,991	4,991	5,991	6,991	24,953	24,953
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	2,991	3,991	4,991	5,991	6,991	24,953	24,953
Capital Budget:	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31	Total	Project Total
Capital cost	26,505	23,258	49,763	25,000	25,000	25,000	25,000	25,000	125,000	174,763
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	26,505	23,258	49,763	25,000	25,000	25,000	25,000	25,000	125,000	174,763
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	26,505	23,258	49,763	25,000	25,000	25,000	25,000	25,000	125,000	174,763

**Project Name: LIFT STATION PUMP REPLACEMENT**

**Project # 23-05**

**Department:** Sewer                      **Unit:** Town                      **Asset Class** Sewer lift stations  
**Type of Asset:** Replacement              **Reason:** End of life asset replacement              **Expected Useful Life:** 25 years

**Project Description:** Program to replace 1 pump per year at 3 of the 5 lift stations, with compatible pumps for the above-ground lift stations. Each lift station has 2 pumps. We purchased one pump in each of the last 3 years.

**Need for Project:** 6 of the 10 lift station pumps are several years past the end of their expected useful lives. Pumps take more than a year for manufacture and delivery, so need compatible pumps in case of pump failure, and need to have compatible spare parts on hand.

**Project Funding:** Fund from CCBF (Gas Tax) Reserve

**Carry-over Project:** This was a phased project, with budgeted spending over 6 years. Three years have been completed, leaving 3 remaining.

**Additional Operating Expense:** n/a

	Total up to			New Spending					Total	Project Total
	3/31/2025	Budgeted for 2025/26	Total up to 3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		
<b>Annual Operating Impact:</b>										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	1,417	1,817	2,217	2,217	2,217	9,886	9,886
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	1,417	1,817	2,217	2,217	2,217	9,886	9,886
<b>Capital Budget:</b>	<b>3/31/2025</b>	<b>2025/26</b>	<b>3/31/2026</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>Total</b>	<b>Project Total</b>
Capital cost	16,760	8,669	25,429	10,000	10,000	10,000	-	-	30,000	55,429
<b>Funding:</b>										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	16,760	8,669	25,429	10,000	10,000	10,000	-	-	30,000	55,429
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	16,760	8,669	25,429	10,000	10,000	10,000	-	-	30,000	55,429

**Project Name: WELL PUMP REPLACEMENT**

Project # 24-09

Department: Water Unit: Water Asset Class Water Pumping equipment

Type of Asset: Replacement Reason: Critical level of service Expected Useful Life: 20 years

**Project Description:** Replace pump in Well #3. Well #2 was replaced in 2023/24, and Well #1 should be replaced in 4 to 5 years. This will coincide with well cleaning which is part of the operational budget.

**Need for Project:** See RFD039-2023. The pump in Well #3 was determined to have been installed in 1993, making it more than 30 years old. The pump in well #1 was replaced sometime in the past 15 years, and a replacement should be planned within the next 5 years. It is important to keep all pumps operational in the event one of the wells or pumps fails.

**Project Funding:** Drawdown Water Depreciation Reserve

**Carry-over Project** Well pump #2 was replaced in 2023/24. Well Pump #3 was budgeted to be replaced in 2024/25 and 2025/26 but project was deferred to 2026/27.

**Additional Operating Expense** When the pump is replaced, the well needs to be cleaned at the same time, at an estimated cost of \$40,000

	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		Total
<b>Annual Operating Impact:</b>										
Operating Expenses	-	-	-	40,000	-	-	40,000	-	80,000	80,000
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	1,250	1,250	1,250	2,500	2,500	8,750	8,750
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	41,250	1,250	1,250	42,500	2,500	88,750	88,750
<b>Capital Budget:</b>										<b>Project</b>
Capital cost	-	-	-	25,000	-	-	25,000	-	50,000	50,000
<b>Funding:</b>										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	25,000	-	-	25,000	-	50,000	50,000
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	25,000	-	-	25,000	-	50,000	50,000

**Project Name: WATER VALVE REPLACEMENT**

Project # 24-10

Department: Water Unit: Water Asset Class Water services

Type of Asset: Replacement Reason: Health & Safety Expected Useful Life: 50 years

Project Description: Replace 3 water valves each year for the next 5 years, at a cost of \$24,000 per year including the valve, concrete/gravel/asphalt and labour.

Need for Project: Some valves are broken and don't work. Valves are necessary to be able to turn off water to customer premises in the event of a leak.

Project Funding: Drawdown Water Depreciation Reserve

Carry-over Project n/a

Additional Operating Expense n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		Total
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	480	960	1,440	1,920	2,400	7,200	7,200
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	480	960	1,440	1,920	2,400	7,200	7,200
<b>Capital Budget:</b>	<b>3/31/2025</b>	<b>2025/26</b>	<b>3/31/2026</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>Total</b>	<b>Project Total</b>
Capital cost	-	-	-	24,000	24,000	24,000	24,000	24,000	120,000	120,000
Funding:										-
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	24,000	24,000	24,000	24,000	24,000	120,000	120,000
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	24,000	24,000	24,000	24,000	24,000	120,000	120,000

**Project Name: WATER MAIN UPGRADE - NORTHLANDS**

Project # 24-12

Department: Water Unit: Water Asset Class Water Distribution mains

Type of Asset: Replacement Reason: Health & Safety Expected Useful Life: 75 years

Project Description: Upgrade 800m of watermain to service new development

Need for Project: Increase diameter and replace old watermain to provide water and fireflow service to new development.

Project Funding: Long-term debt

Carry-over Project n/a

Additional Operating Expense n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		Total
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	55,000	55,000	55,000	165,000	165,000
Depreciation expense	-	-	-	-	-	14,667	14,667	14,667	44,000	44,000
Loan principal	-	-	-	-	-	55,000	55,000	55,000	165,000	165,000
<b>Total Operating Impact</b>	-	-	-	-	-	124,667	124,667	124,667	374,000	374,000
<b>Capital Budget:</b>	<b>3/31/2025</b>	<b>2025/26</b>	<b>3/31/2026</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>Total</b>	<b>Project Total</b>
Capital cost	-	-	-	-	-	1,100,000	-	-	1,100,000	1,100,000
Funding:										-
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	1,100,000	-	-	1,100,000	1,100,000
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	-	-	1,100,000	-	-	1,100,000	1,100,000

**Project Name: FIRE HALL INSULATION**

Project # 24-15

Department: Fire Unit: Town Asset Class Buildings

Type of Asset: New Reason: Health & Safety Expected Useful Life: 40 years

Project Description: Insulate fire hall attic, hatches and rafters

Need for Project: Part of project to replace oil furnace with heat pump and baseboard heaters

Project Funding: General Operating Reserve

Carry-over Project n/a

Additional Operating Expense n/a

	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		
<b>Annual Operating Impact:</b>										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	430	430	430	430	1,720	1,720
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	-	430	430	430	430	1,720	1,720
<b>Capital Budget:</b>	<b>3/31/2025</b>	<b>2025/26</b>	<b>3/31/2026</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>Total</b>	<b>Project Total</b>
Capital cost	-	-	-	-	17,200	-	-	-	17,200	17,200
<b>Funding:</b>										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	17,200	-	-	-	17,200	17,200
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	-	17,200	-	-	-	17,200	17,200

**Project Name: FIRE TRUCK BAY HEAT PUMP & BASEBOARD HEATERS**

Project # 24-16

Department: Fire Unit: Town Asset Class Heavy equipment

Type of Asset: New Reason: Health & Safety Expected Useful Life: 10 years

Project Description: Replace oil furnace with Heat pump and electric baseboard heaters

Need for Project: Provide cooling in summer, reduce carbon footprint, eliminate need to replace 15-year old oil tank

Project Funding: 50% General Operating Reserve, and 50% Efficiency Nova Scotia Grant

Carry-over Project n/a

Additional Operating Expense n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		Total
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	4,770	4,770	4,770	4,770	19,080	19,080
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	-	4,770	4,770	4,770	4,770	19,080	19,080
<b>Capital Budget:</b>	<b>3/31/2025</b>	<b>2025/26</b>	<b>3/31/2026</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>Total</b>	<b>Project Total</b>
Capital cost	-	-	-	-	47,700	-	-	-	47,700	47,700
Funding:										-
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	23,850	-	-	-	23,850	23,850
Drawdown Reserves	-	-	-	-	23,850	-	-	-	23,850	23,850
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	-	47,700	-	-	-	47,700	47,700

**Project Name: FIRE PUMPER/TANKER**

Project # 24-17

Department: Fire Unit: Town Asset Class Vehicles

Type of Asset: Replacement Reason: End of life asset replacement Expected Useful Life: 10 years

Project Description: Replace 35 year-old pumper/tanker. Lead time 18 to 24 months

Need for Project: Pumper has required numerous repairs. The electrical system is experiencing issues, and the vehicle is not reliable

Project Funding: Capital grant - County of Annapolis \$525k and \$325k CCBF (formerly Gas Tax)

Carry-over Project: Project was budgeted for 2025/26. The Fire Department is developing the tender specifications.

Additional Operating Expense: n/a

	Total up to 3/31/2025	Budgeted for 2025/26	Total up to 3/31/2026	New Spending					Total	Project Total
				2026/27	2027/28	2028/29	2029/30	2030/31		
<b>Annual Operating Impact:</b>										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	85,000	85,000	85,000	85,000	85,000	425,000	425,000
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	85,000	85,000	85,000	85,000	85,000	425,000	425,000
<b>Capital Budget:</b>										<b>Project Total</b>
Capital cost	-	-	-	850,000	-	-	-	-	850,000	850,000
<b>Funding:</b>										-
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	525,000	-	-	-	-	525,000	525,000
Drawdown Reserves	-	-	-	325,000	-	-	-	-	325,000	325,000
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	850,000	-	-	-	-	850,000	850,000

**Project Name: SCBA AIR PACK REPLACEMENTS**

Project # 24-18

Department: Fire Unit: Town Asset Class Heavy equipment  
 Type of Asset: New & replacement Reason: End of life asset replacement Expected Useful Life: 10 years

**Project Description:** Replace 6 SCBA Air Packs @ \$12,000 in 2028/29 and 8 in 2032/33.

**Need for Project:** Air packs have an expected life span set by the National Fire Protection Agency of 15 years. The Fire Department has the packs certified each year, but must be replaced after 15 years. The first 6 were purchased in 2013 and the next 8 were purchased in 2017.

**Project Funding:** General Operating Reserve

**Carry-over Project** n/a

**Additional Operating Expense** n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending						Project
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31	Total	Total
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	-	7,200	7,200	7,200	21,600	21,600
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	-	-	7,200	7,200	7,200	21,600	21,600
Capital Budget:	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31	Total	Project Total
Capital cost	-	-	-	-	-	72,000	-	-	72,000	72,000
Funding:										-
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	-	72,000	-	-	72,000	72,000
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	-	-	72,000	-	-	72,000	72,000

**Project Name: WELL LEVEL SENSOR**

Project # 25-02

Department: Water Unit: Water Asset Class Water Pumping equipment

Type of Asset: Replacement Reason: Critical level of service Expected Useful Life: 20 years

Project Description: Replace water level sensor on Pump 3

Need for Project: current sensor is not working and needs to be replaced

Project Funding: Water Depreciation Reserve

Carry-over Project: Sensor was budgeted for 2025/26 and has been ordered. However the part is on back-order and will be carried over to 2026/27

Additional Operating Expense: n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	450	450	450	450	450	2,250	2,250
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	450	450	450	450	450	2,250	2,250
<b>Capital Budget:</b>	<b>3/31/2025</b>	<b>2025/26</b>	<b>3/31/2026</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>Total</b>	<b>Project Total</b>
Capital cost	-	-	-	9,000	-	-	-	-	9,000	9,000
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	9,000	-	-	-	-	9,000	9,000
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	9,000	-	-	-	-	9,000	9,000

**Project Name: DOCK**

Project # 25-09

**Department:** Recreation      **Unit:** Town      **Asset Class** Land improvements  
**Type of Asset:** New      **Reason:** Community quality of life      **Expected Useful Life:** 25 years

**Project Description:** Replace wooden dock with 110 ft concrete dock/boat launch at Riverside Park

**Need for Project:** The riverbank is muddy, eroding and steep and the existing boat launch is unstable. This makes river access difficult, especially for people with mobility challenges. Currently staff carry boats weighing 50 to 75 lbs multiple times a day to the water in the summer heat. The concrete dock will allow boats to be wheeled from the parking lot to the launch. It will also allow Search & Rescue an access point to launch their rescue boat.

**Project Funding:** ACOA grant 66%, and the balance funded from the Town Operating Reserve.

**Carry-over Project:** ACOA approved concept proposal; to proceed with formal funding application. Still pending response from Valley Credit Union Re: \$20k contribution. Project will be carried over to 2026/27.

**Additional Operating:** n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		Total
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	3,420	3,420	3,420	3,420	3,420	17,100	17,100
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	3,420	3,420	3,420	3,420	3,420	17,100	17,100
Capital Budget:	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31	Total	Project
Capital cost	-	-	-	85,500	-	-	-	-	85,500	85,500
Funding:										-
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	56,430	-	-	-	-	56,430	56,430
Drawdown Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	29,070	-	-	-	-	29,070	29,070
<b>Total funding</b>	-	-	-	85,500	-	-	-	-	85,500	85,500

**Project Name: CROSSWALK LIGHTS**

**Project # 25-10**

**Department:** Roads                      **Unit:** Town                      **Asset Class** Streetlights & crosswalks  
**Type of Asset:** New                      **Reason:** Health & Safety                      **Expected Useful Life:** 25 years

**Project Description:** Install high visibility crosswalk lights at six locations: (1) Main St. at corner of Bridge St., (2) Main St. at corner of Taylor Dr., (3) School St. at corner of Main St., (4&5) two at the intersection of King St. and Marshall St., and (6) Commercial St. across from North St.

**Need for Project:** Main Street (Highway 1) runs through the Town and is a source of high traffic. The need for improved crosswalk safety was a key recommendation in the Master Transportation Plan, arising from community surveys and town hall consultations. The above locations are: (1) near high school, Tim Hortons, convenience store, downtown core, (2) near hospital, motel, car dealership, (3) near high school and downtown core, (4 &5) near elementary school, (6) near long-term care and daycare facilities

**Project Funding:** CCBF (gas tax) grant funds

**Carry-over Project** n/a

**Additional Operating Expense** n/a

	Total up to			New Spending					Total	Project Total
	3/31/2025	Budgeted for 2025/26	Total up to 3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		
<b>Annual Operating Impact:</b>										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	2,939	2,939	2,939	2,939	2,939	14,697	14,697
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	2,939	2,939	2,939	2,939	2,939	14,697	14,697
<b>Capital Budget:</b>										
Capital cost	-	-	-	73,487	-	-	-	-	73,487	73,487
<b>Funding:</b>										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	48,501	-	-	-	-	48,501	48,501
Drawdown Reserves	-	-	-	24,985	-	-	-	-	24,985	24,985
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	73,487	-	-	-	-	73,487	73,487

**Project Name: FIRE TRUCK BAY INSULATION, LIGHTING, WALLS & CEILING**

Project # 25-11

Department: Fire Unit: Town Asset Class Buildings

Type of Asset: New & replacement Reason: Health & Safety Expected Useful Life: 40 years

**Project Description:** Spray foam insulation, envirofoil shield and layer of rigid foam in ceiling, then construct a drop ceiling. Add studs, insulation and plywood walls to the brick walls of the fire station. Replace lighting with energy efficient lighting

**Need for Project:** The Fire station truck bay has no insulation, which results in difficult working conditions, and inefficient space heating.

**Project Funding:** Drawdown CCBF reserves

**Carry-over Project:** n/a

**Additional Operating Expense:** n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	2,175	2,175	2,175	2,175	8,700	8,700
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	-	2,175	2,175	2,175	2,175	8,700	8,700
Capital Budget:	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31	Total	Project Total
Capital cost	-	-	-	-	87,000	-	-	-	87,000	87,000
Funding:										-
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	87,000	-	-	-	87,000	87,000
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	-	87,000	-	-	-	87,000	87,000

**Project Name: FIRE DEPT TANKER TRUCK**

Project # 25-14

Department: Fire Unit: Town Asset Class Vehicles

Type of Asset: Replacement Reason: End of life asset replacement Expected Useful Life: 10 years

Project Description: Replace 1999 Fire Department Tanker truck

Need for Project: This truck will be 30 years old in 2029/30, and long past the end of its useful life. Therefore it is necessary to include the vehicle replacement in the 5-Year Plan

Project Funding: A portion of the cost will be funded from the Annapolis County capital reserve fund in trust for Middleton capital costs. The balance will be funded from Long-term debt, repaid over 10 years at an estimated 5% per annum

Carry-over Project n/a

Additional Operating Expense n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		Total
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	23,500	23,500	47,000	47,000
Depreciation expense	-	-	-	-	-	-	85,000	85,000	170,000	170,000
Loan principal	-	-	-	-	-	-	47,000	47,000	94,000	94,000
<b>Total Operating Impact</b>	-	-	-	-	-	-	155,500	155,500	311,000	311,000
<b>Capital Budget:</b>	<b>3/31/2025</b>	<b>2025/26</b>	<b>3/31/2026</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>Total</b>	<b>Project</b>
Capital cost	-	-	-	-	-	-	850,000	-	850,000	850,000
<b>Funding:</b>										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	380,000	-	380,000	380,000
Drawdown Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	470,000	-	470,000	470,000
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	-	-	-	850,000	-	850,000	850,000

**Project Name: TOWN HALL RENOVATIONS**

Project # 25-15

Department: Administration Unit: Town Asset Class Buildings

Type of Asset: Replacement Reason: End of life asset replacement Expected Useful Life: 40 years

**Project Description:** An assessment was performed by Palmer & Doherty. A total of \$320k of improvements to the Town Hall. In addition, installing a Fire wall between Town Hall and Fire Dept was recommended at an estimated cost of \$52k. The work includes approximately \$100k for installation of 4 heat pumps, as well as \$167k of mechanical and electrical work. The assessment did not include any amounts related to Accessibility requirements.

**Need for Project:** Major work is required for the heating/cooling system - furnace is currently stuck open. Building insulation, Electrical upgrades to panel and wiring will be required related to energy efficiency improvements. Some work is required for Building Code compliance.

**Project Funding:** Drawdown capital reserves

**Carry-over Project** n/a

**Additional Operating Expense** n/a

	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		Total
<b>Annual Operating Impact:</b>										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	9,300	9,300	9,300	9,300	37,200	37,200
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	-	9,300	9,300	9,300	9,300	37,200	37,200
<b>Capital Budget:</b>										<b>Project</b>
Capital cost	-	-	-	-	372,000	-	-	-	372,000	372,000
<b>Funding:</b>										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	372,000	-	-	-	372,000	372,000
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	-	372,000	-	-	-	372,000	372,000

**Project Name: BROOKLYN/MAIN MANHOLE REPLACEMENT**

**Project # 26-01**

**Department:** Sewer                      **Unit:** Town                      **Asset Class** Storm sewer

**Type of Asset:** Replacement                      **Reason:** End of life asset replacement                      **Expected Useful Life:** 50 years

**Project Description:** Replace the manhole at the corner of Brooklyn Road and Main St.

**Need for Project:** This has been dangerous and damaged for about a year. Working with a contractor to find a suitable long term solution.

**Project Funding:** Fund from Sewer Reserve

**Carry-over Project** n/a

**Additional Operating Expense** n/a

	Total up to Budgeted for Total up to			New Spending						Project Total
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31	Total	
<b>Annual Operating Impact:</b>										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	400	400	400	400	400	2,000	2,000
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	400	400	400	400	400	2,000	2,000
<b>Capital Budget:</b>										
Capital cost	-	-	-	20,000	-	-	-	-	20,000	20,000
<b>Funding:</b>										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	20,000	-	-	-	-	20,000	20,000
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	20,000	-	-	-	-	20,000	20,000

**Project Name: WATER METER REPLACEMENTS**

Project # 26-02

**Department:** Water      **Unit:** Water      **Asset Class** Water meters

**Type of Asset:** New & replacement      **Reason:** Critical level of service      **Expected Useful Life:** 20 years

**Project Description:** Purchase two 1" meters @ \$350, eight 3/4" meters @ \$240, one 3" meter, one 1 1/2" meter, couplers and wire. Project cost \$7,322 including not rebateable HST

**Need for Project:** Replace broken water meters and have spares available to replace as needed.

**Project Funding:** Fund from Water Depreciation Reserve

**Carry-over Project** n/a

**Additional Operating Expense** n/a

	Total up to 3/31/2025	Budgeted for 2025/26	Total up to 3/31/2026	New Spending					Total	Project Total
				2026/27	2027/28	2028/29	2029/30	2030/31		
<b>Annual Operating Impact:</b>										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	366	366	366	366	366	1,831	1,831
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	366	366	366	366	366	1,831	1,831
<b>Capital Budget:</b>	<b>3/31/2025</b>	<b>2025/26</b>	<b>3/31/2026</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>Total</b>	<b>Project Total</b>
Capital cost	-	-	-	7,322	-	-	-	-	7,322	7,322
<b>Funding:</b>										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	7,322	-	-	-	-	7,322	7,322
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	7,322	-	-	-	-	7,322	7,322

**Project Name: FIRE DEPT PUMPER TRUCK**

Project # 26-03

Department: Fire Unit: Town Asset Class Vehicles

Type of Asset: Replacement Reason: End of life asset replacement Expected Useful Life: 10 years

**Project Description:** Replace 2011 Fire Department Pumper Truck

**Need for Project:** This truck will be 20 years old in 2031, and past the end of its useful life. Therefore it is necessary to include the vehicle replacement in the 5-year plan.

**Project Funding:** A portion of the cost will be funded from the Annapolis County capital reserve fund in trust for Middleton capital costs. The balance will be funded from Long-term debt, repaid over 10 years at an estimated 5% per annum

**Carry-over Project:** n/a

**Additional Operating Expense:** n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending						Project
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31	Total	Total
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	60,000	60,000	60,000
Depreciation expense	-	-	-	-	-	-	-	150,000	150,000	150,000
Loan principal	-	-	-	-	-	-	-	120,000	120,000	120,000
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	330,000	330,000	330,000
<b>Capital Budget:</b>	<b>3/31/2025</b>	<b>2025/26</b>	<b>3/31/2026</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>Total</b>	<b>Project Total</b>
Capital cost	-	-	-	-	-	-	-	1,500,000	1,500,000	1,500,000
Funding:										-
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	300,000	300,000	300,000
Drawdown Reserves	-	-	-	-	-	-	-	-	-	-
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	1,200,000	1,200,000	1,200,000
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	-	-	-	-	1,500,000	1,500,000	1,500,000

**Project Name: BROOKLYN ROAD SUCTION LINE REPLACEMENT**

Project # 26-04

**Department:** Water      **Unit:** Water      **Asset Class** Water Pumping equipment

**Type of Asset:** Replacement      **Reason:** Critical level of service      **Expected Useful Life:** 20 years

**Project Description:** Suction lines on Brooklyn Road are at the end of lifecycle, replacing them will improve pump efficiency and reduce wear and tear on motors.

**Need for Project:** End of life replacement; will improve pump efficiency and reduce wear and tear on motors.

**Project Funding:** Fund from water depreciation reserve

**Carry-over Project** n/a

**Additional Operating Expense** n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project	
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		Total	
Operating Expenses	-	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	600	600	600	600	600	3,000	3,000	3,000
Loan principal	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	600	600	600	600	600	3,000	3,000	3,000
<b>Capital Budget:</b>	<b>3/31/2025</b>	<b>2025/26</b>	<b>3/31/2026</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>Total</b>	<b>Project</b>	<b>Total</b>
Capital cost	-	-	-	12,000	-	-	-	-	12,000	12,000	12,000
<b>Funding:</b>											
Operating	-	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	12,000	-	-	-	-	12,000	12,000	12,000
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	12,000	-	-	-	-	12,000	12,000	12,000

**Project Name: LEVEL TRANSDUCER & CONTROL BOX AT STP SWIRL FLOW**

**Project # 26-05**

**Department:** Sewer      **Unit:** Town      **Asset Class** Sewer treatment plant equipment

**Type of Asset:** Replacement      **Reason:** End of life asset replacement      **Expected Useful Life:** 10 years

**Project Description:** Replacement of level measurement transducer and associated control panel at the STP swirl flow chamber to ensure reliable monitoring and operation.

**Need for Project:** Replacement of the level transducer and control panel at the STP swirl flow chamber is required due to aging and reduced reliability. This project will improve system reliability and help prevent overflows and operational issues.

**Project Funding:** Fund from Sewer Reserve

**Carry-over Project** n/a

**Additional Operating Expense** n/a

	Total up to			New Spending					Total	Project Total
	3/31/2025	Budgeted for 2025/26	Total up to 3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		
<b>Annual Operating Impact:</b>										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	1,500	1,500	1,500	1,500	6,000	6,000
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	-	1,500	1,500	1,500	1,500	6,000	6,000
<b>Capital Budget:</b>										<b>Project Total</b>
Capital cost	-	-	-	-	15,000	-	-	-	15,000	15,000
<b>Funding:</b>										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	15,000	-	-	-	15,000	15,000
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	-	15,000	-	-	-	15,000	15,000

**Project Name: STAGE FOR ROTARY PARK**

**Project # 26-06**

**Department:** Recreation      **Unit:** Town      **Asset Class** Recreation equipment

**Type of Asset:** New      **Reason:** Community quality of life      **Expected Useful Life:** 5 years

**Project Description:** Install a permanent stage at Rotary Park

**Need for Project:** When bands and performers are booked, a stage is not only preferred but essential for safety, sound quality, accessibility, and professionalism. Beyond formal events, a stage provides a dedicated, visible space that the broader community can use for performances, celebrations, and cultural activities.

**Project Funding:** General operating reserve

**Carry-over Project** n/a

**Additional Operating Expense** n/a

	Total up to Budgeted for Total up to			New Spending					Total	Project Total
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		
<b>Annual Operating Impact:</b>										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	12,260	12,260	12,260	12,260	49,040	49,040
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	-	12,260	12,260	12,260	12,260	49,040	49,040
<b>Capital Budget:</b>										
Capital cost	-	-	-	-	61,300	-	-	-	61,300	61,300
<b>Funding:</b>										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	61,300	-	-	-	61,300	61,300
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	-	61,300	-	-	-	61,300	61,300

**Project Name: SEACAN FOR REC DEP STORAGE**

**Project # 26-07**

**Department:** Recreation      **Unit:** Town      **Asset Class** Recreation equipment

**Type of Asset:** New      **Reason:** Community quality of life      **Expected Useful Life:** 5 years

**Project Description:** Purchase a seacan to store Recreation Department inventory and supplies

**Need for Project:** The Recreation Dept requires additional storage space to safely and efficiently manage its inventory. The department holds a wide range of equipment, including kayaks, canoes, bicycles, snowshoes, skis, Day Camp equipment, lawn games, inflatable equipment (including a bouncy castle), and various sports supplies.

**Project Funding:** General operating reserve

**Carry-over Project** n/a

**Additional Operating Expense** n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	1,247	1,247	1,247	1,247	4,990	4,990
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	-	1,247	1,247	1,247	1,247	4,990	4,990
<b>Capital Budget:</b>	<b>3/31/2025</b>	<b>2025/26</b>	<b>3/31/2026</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>Total</b>	<b>Project Total</b>
Capital cost	-	-	-	-	6,237	-	-	-	6,237	6,237
<b>Funding:</b>										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	6,237	-	-	-	6,237	6,237
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	-	6,237	-	-	-	6,237	6,237

**Project Name: MEDIA EQUIPMENT**

**Project # 26-08**

**Department:** Recreation      **Unit:** Town      **Asset Class** Recreation equipment

**Type of Asset:** New      **Reason:** Community quality of life      **Expected Useful Life:** 5 years

**Project Description:** Acquire professional media equipment to support consistent, high-quality photography and video for Town communications, reducing reliance on external services and improving efficiency and long-term cost effectiveness.

**Need for Project:** Investing in dedicated media equipment will strengthen the Town of Middleton’s marketing by enabling consistent, high-quality coverage while reducing reliance on external photographers and personal equipment. It will lower costs and risks, support in-house content, and improve professionalism and engagement.

**Project Funding:** General operating reserve

**Carry-over Project** n/a

**Additional Operating Expense** n/a

	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		
<b>Annual Operating Impact:</b>										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	959	959	959	959	3,836	3,836
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	-	959	959	959	959	3,836	3,836
<b>Capital Budget:</b>										
Capital cost	-	-	-	-	4,795	-	-	-	4,795	4,795
<b>Funding:</b>										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	4,795	-	-	-	4,795	4,795
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	-	4,795	-	-	-	4,795	4,795

**Project Name: REMOVE ON-PREMISE DOMAIN CONTROLLER**

Project # 26-10

Department: Administration Unit: Town Asset Class Computer technology

Type of Asset: Replacement Reason: Critical level of service Expected Useful Life: 5 years

Project Description: Re-configure workstations to Azure AD, all workstations operate via Cloud management - no need to remote in.

Need for Project: Domain controller is end of life January 2027

Project Funding: General capital reserve

Carry-over Project n/a

Additional Operating Expense n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		Total
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	900	900	900	900	900	4,500	4,500
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	900	900	900	900	900	4,500	4,500
<b>Capital Budget:</b>	<b>3/31/2025</b>	<b>2025/26</b>	<b>3/31/2026</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>Total</b>	<b>Project Total</b>
Capital cost	-	-	-	4,500	-	-	-	-	4,500	4,500
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	4,500	-	-	-	-	4,500	4,500
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	4,500	-	-	-	-	4,500	4,500

**Project Name: STP - NETWORK UPGRADES - STARLINK**

Project # 26-11

Department: Administration Unit: Town Asset Class Computer technology

Type of Asset: Replacement Reason: Critical level of service Expected Useful Life: 5 years

**Project Description:** Sewer Treatment Plant network is in need of upgrades.

**Need for Project:** With increased cyber threats there is a need for a more robust and secure network system.

**Project Funding:** Fund from Sewer Reserve

**Carry-over Project** n/a

**Additional Operating Expense** n/a

	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		Total
<b>Annual Operating Impact:</b>										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	857	857	857	857	3,428	3,428
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	-	857	857	857	857	3,428	3,428
<b>Capital Budget:</b>										<b>Project</b>
Capital cost	-	-	-	-	4,285	-	-	-	4,285	4,285
<b>Funding:</b>										-
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	4,285	-	-	-	4,285	4,285
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	-	4,285	-	-	-	4,285	4,285

**Project Name: REPLACE CHRUCH STREET BETWEEN SCHOOL AND COMMERCIAL**

Project # 26-12

Department: Roads Unit: Town Asset Class Streets

Type of Asset: New & replacement Reason: End of life asset replacement Expected Useful Life: 25 years

Project Description: Replace Church Street between Commercial St. and School St. ( 100m)

Need for Project: Road is in disrepair and needs to be replaced.

Project Funding: Fund from CCBF (gas tax) grant funds

Carry-over Project n/a

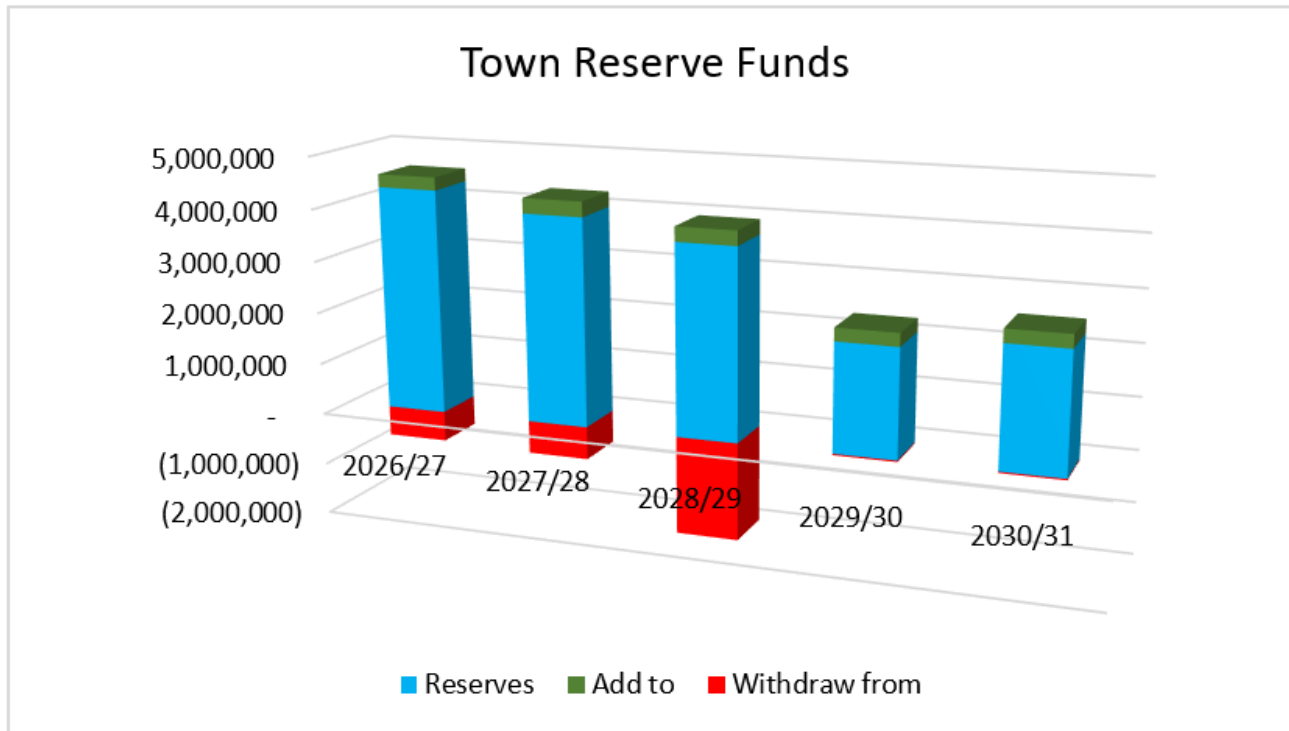
Additional Operating Expense n/a

	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		Total
<b>Annual Operating Impact:</b>										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	5,720	5,720	5,720	5,720	5,720	28,600	28,600
Loan principal	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	5,720	5,720	5,720	5,720	5,720	28,600	28,600
										<b>Project</b>
<b>Capital Budget:</b>	<b>3/31/2025</b>	<b>2025/26</b>	<b>3/31/2026</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>Total</b>	<b>Total</b>
Capital cost	-	-	-	143,000	-	-	-	-	143,000	143,000
<b>Funding:</b>										-
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	143,000	-	-	-	-	143,000	143,000
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Total funding</b>	-	-	-	143,000	-	-	-	-	143,000	143,000

# Section 8

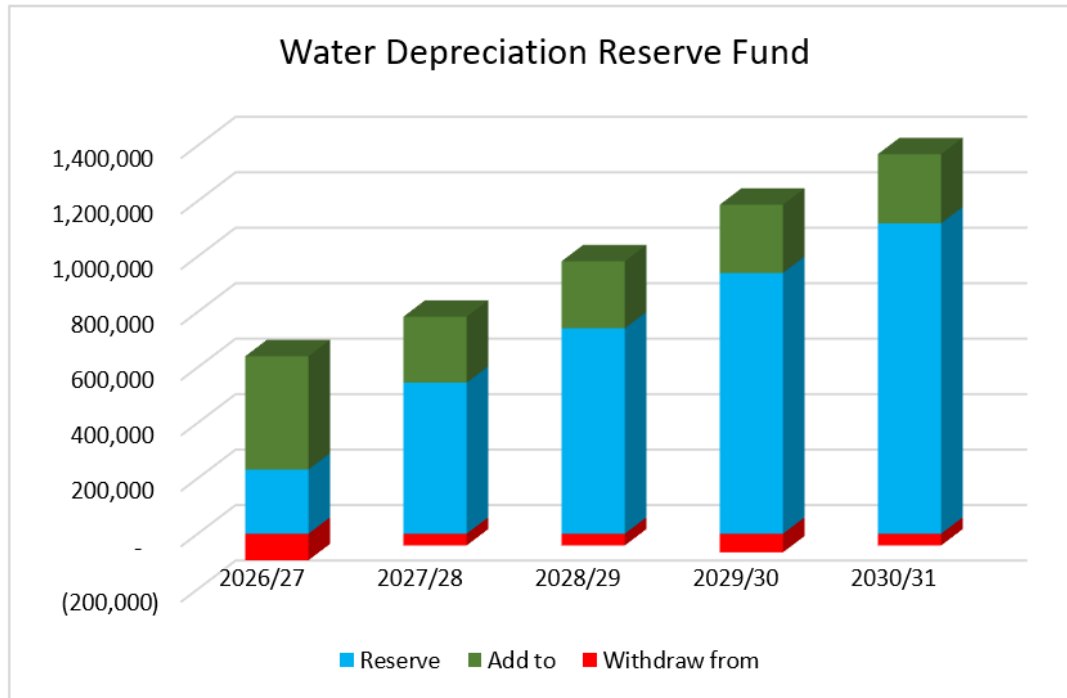
## Reserve Activity and Budget Discussion

# Budget Impact on Town Reserves



- Blue represents what we have in reserve funds
- Red represents us taking money out (primarily for community center)
- Green represents us putting money in (primarily gas tax and interest income)
- By 5th year, our reserves have gone from \$4.0m to \$2.5m

# Budget Impact on Water Reserve



- Blue represents what we have in reserve funds
- Red represents us taking money out (primarily for hydrants, water meters, watermain replacements and in 2026/27 for the reservoir decommissioning)
- Green represents us putting money in (mandatory contribution of depreciation on new reservoir)

- By 5th year, our reserves have increased from almost \$545K to almost \$1.3M

# Budget Outlook: Comparison to 2025/26

	<u>During 25/26 Budget</u>	<u>Current 26/27 Budget</u>
<b>2025-2026 Projected Deficit (Before Transfers)</b>	<b>(221,643)</b>	<b>(221,643)</b>
Increased Assessments	100,000	205,000
Additional Tax Revenue (apartment complex)	155,000	-
RCMP Adjustment for 25/26 officer budgeted at only 9 months	27,000	(27,000)
RCMP - added 0.5 of an officer (last 2 to be added)	-	(118,655)
Add Kings Transit for full year	(60,000)	(55,000)
Add Kings Transit increase	-	(27,528)
Add VWRM decrease	-	35,177
Remove Education Budget Error from 2024-2025	45,000	-
Add Education Budget Error for 2025-2026	-	(23,000)
Increased Education bill	-	(43,000)
Remove add'l pothole expenses in 25/26 only	25,000	(10,000)
Add back transfer to sewer reserve	(50,000)	-
Salary Adjustments (union increases and compensation review)	-	(45,628)
Other Changes	-	(2,973)
<b>2026-2027 Projected Surplus / (Deficit)</b>	<b><u>20,357</u></b>	<b><u>(334,250)</u></b>

## Assumptions during 2025-2026 budget process:

\*Assumes education increase, VWRM increase and RCMP increase are the same as 2025-2026

\*\*Assumes assessed values increase \$100K (2025-26 was \$175K)

\*\*\*Assumes County continues to provide \$20,000 grant for recreation

# Addressing the Budget Deficit

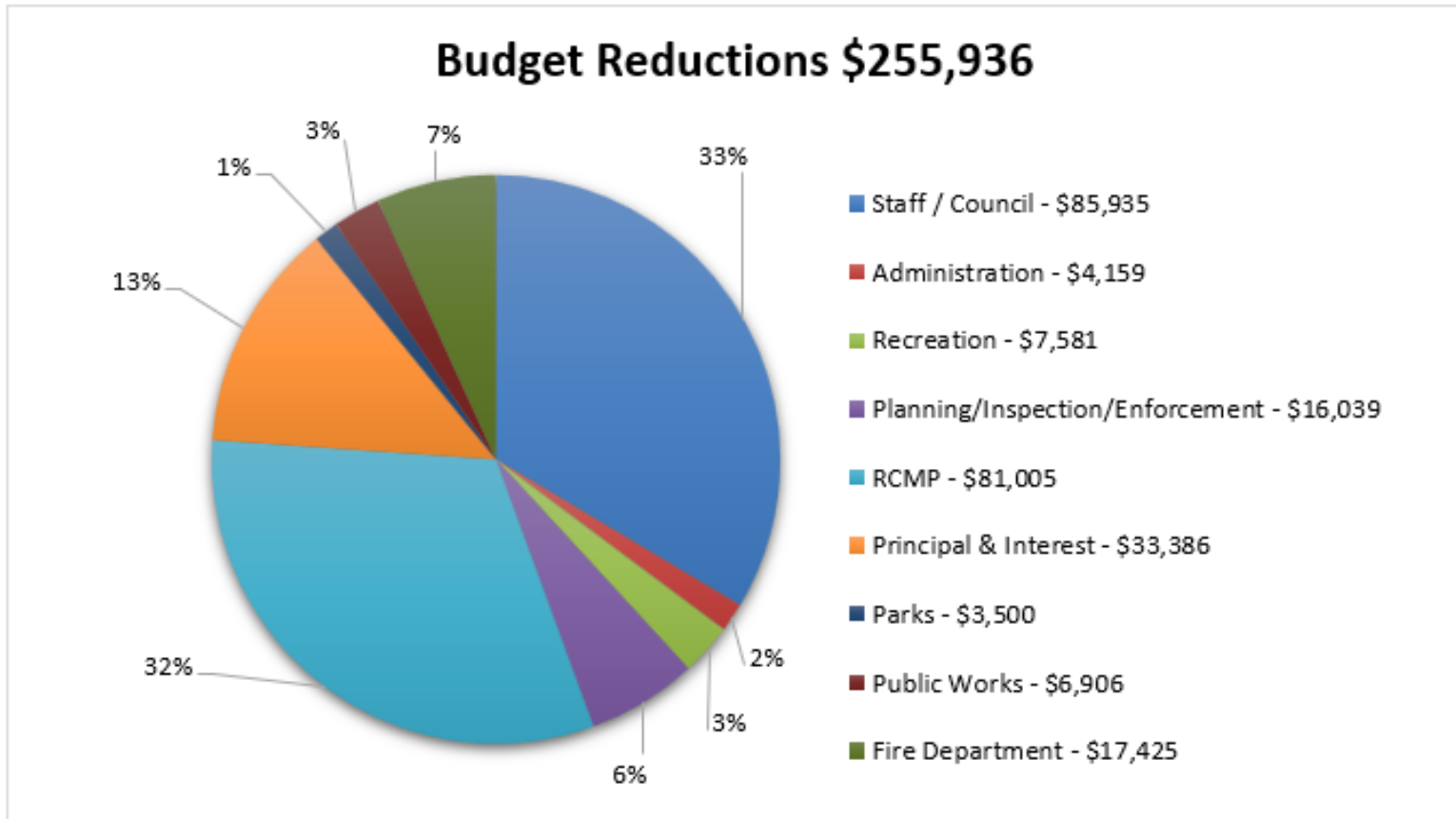
## Summary of Cost Reductions Made by CAO and DOF Review

<b>Deficit Before CAO and DOF Review</b>	<b>(334,250)</b>
Reduced number of Councillors and staff attending Spring/Fall NSFM and AMANS Conferences	4,258
Removed staff wellness benefit and reduced staff teambuilding events, staff meetings and holiday party budget	5,826
Removed Accessibility Expenses	5,193
Reduced town-funded recreation programs/events and expenses	7,581
Reduced fire/building inspection expenses based on 25/26	10,385
Reduced planning contract expenses based on 25/26 trend	4,154
Reduced bylaw enforcement expense based on 25/26 trend	1,500
<b>Total Cost Reductions Made by CAO and DOF Review</b>	<b>38,897</b>
<b>Deficit Before Management Meetings</b>	<b>(295,353)</b>

## Summary of Cost Reductions Made by Management Team

<b>Deficit Before Management Meetings</b>	<b>(295,353)</b>
Defer adding 2 new officers to Annapolis District RCMP (Town is responsible for 0.5 officer)	118,655
Added 3% increase to current RCMP budget to account for potential increases	(37,650)
Old backhoe loan and tractor loan completed in 2025-2026 MFC 40-A-1 and MFC 35-A-1	33,386
Removed or reduced hours for summer positions, including removing any grant funding for positions	47,029
Removed Economic Development Officer (potential MOU with Town of Annapolis Royal & County of Annapolis)	10,386
Removed 3% increase for non-union staff	14,282
Reduced Roads and Streets training costs from Public Works budget	4,154
Removed new garbage cans from Parks Budget	3,500
Removed various equipment from Public Works budget (jackhammer and door replacement)	6,906
Removed seacan and shelving, portable radio, and new fire alarm in fire department budget	17,425
Other small changes	(1,034)
<b>Total Cost Reductions Made by Management Team</b>	<b>217,039</b>
<b>Current Deficit</b>	<b>(78,314)</b>

# Budget Reductions by Department



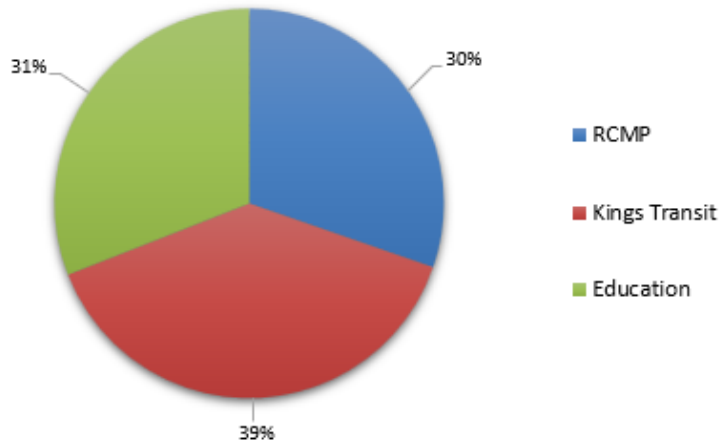
# Changes from 2025-2026 Budget

## Summary of Changes from 2025-2026 Budget

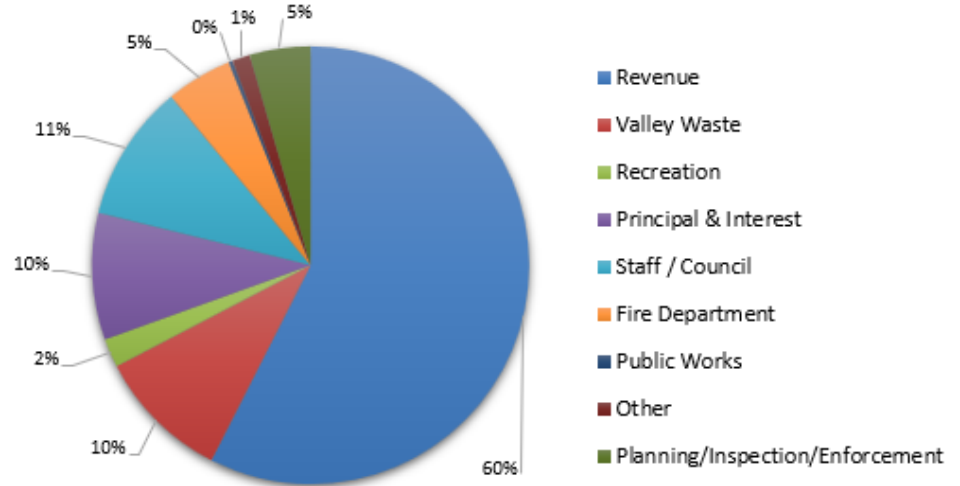
<b>Deficit for 2025-2026</b>	<b>(221,643)</b>
Revenue: increase in assessments (completed by PVSC)	205,000
RCMP: adjustment for 25/26 officer budgeted at only 9 months + 3% increase	(64,650)
Kings Transit Authority increases: joining as a full member plus KTA increases to budget	(82,528)
Valley Waste Resource Management: decrease to budget	35,177
Education: increases due to adjustments from prior year, and increases projected for 26-27	(66,000)
Planning/Inspection/Enforcement: reductions based on 25/26 trend	16,039
Recreation: reduced town-funded recreation programs/events and expenses	7,581
Principal and Interest: old backhoe loan and tractor loan completed in 2025-2026 MFC 40-A-1 and MFC 35-A-1	33,386
Removed staff wellness benefit and reduced staff teambuilding events, staff meetings and holiday party budget	5,826
Reduced number of Councillors and staff attending Spring/Fall NSFM and AMANS Conferences	4,258
Fire Department: removed seacan and shelving, portable radio, and new fire alarm	17,425
Economic Development: removed new ED Officer (potential MOU with Town of Annapolis Royal & County of Annapolis)	10,386
Removed or reduced hours for summer positions, including removing any grant funding for positions	47,029
Salary Adjustments (union increases and compensation review)	(31,346)
Public Works: removed various equipment, reduced Roads and Streets training, added small pothole budget for spring	1,060
Other Changes	4,686
<b>Total Cost Reductions Made by Management Team</b>	<b>143,329</b>
<b>Current Deficit for 2026-2027</b>	<b>(78,314)</b>

# Changes from 2025-2026 Budget

**Negative Impacts to Budget \$213,178**



**Positive Impacts to Budget \$356,507**



# Addressing the Current Budget Deficit (\$78,314)

## Summary of Potential Cost Reductions For Council Consideration

<b>Deficit Before Committee of the Whole Budget Deliberations</b>	<b>(78,314)</b>
Remove Town's portion of asphalt patching (contractor) - this would mean also giving up the provincial matching grant	75,000
Turn off Splash Pad for the year	9,300
Increase taxes by 1 cent - this will put the Residential Tax Effort FCI further into the red (it's already red)	16,000
Adjust Special Industrial Tax Rate to match Commercial Tax Rate	135,256
<b>Total Potential Cost Reductions for Council Consideration</b>	<b>235,556</b>
<b>Potential Surplus / (Deficit)</b>	<b>157,242</b>

- Staff do not recommend balancing the budget by pulling from operating reserves