

2026

BUDGET BRIEFING #1

November 4, 2025

FROM SEED TO STRENGTH: The Power of Budgeting





BUDGET PROCESS

- Facilitates alignment to the strategic plan & organizational goals
 - Requires alignment of new initiatives to the Strategic Plan
 - Focus on maintaining infrastructure and service levels first
- Conducts independent review
 - Historical expenditure review
 - Funding allocations
- Collaborates on strategic funding solutions
 - Utilizing the best source of funding for each initiative
 - Allocates scarce financial resources strategically and efficiently
- Ensures long term sustainability of budget decisions
 - Avoids large tax fluctuations year over year
- Consolidates transactions into a transparent budget package
 - Senior Leadership Team endorsement
 - Council approval



THE MUNICIPAL BUDGET PROVIDES

- Residents, Businesses, Council, and Administration with:
 - Financial solutions to complex problems
 - Transparent and open communication on how funds are allocated
 - Direct links between new initiatives and Council's Strategic Plan
 - Results of the Department Scan, identifying external and internal pressures and opportunities
 - An accountability structure for Council and Administration to ensure prudent financial management



ROLES IN THE BUDGET PROCESS

Council

- Sets strategic direction
- Ensures alignment with community needs and long-term goals
- Approves all expenditures through the budget

Senior Leadership Team

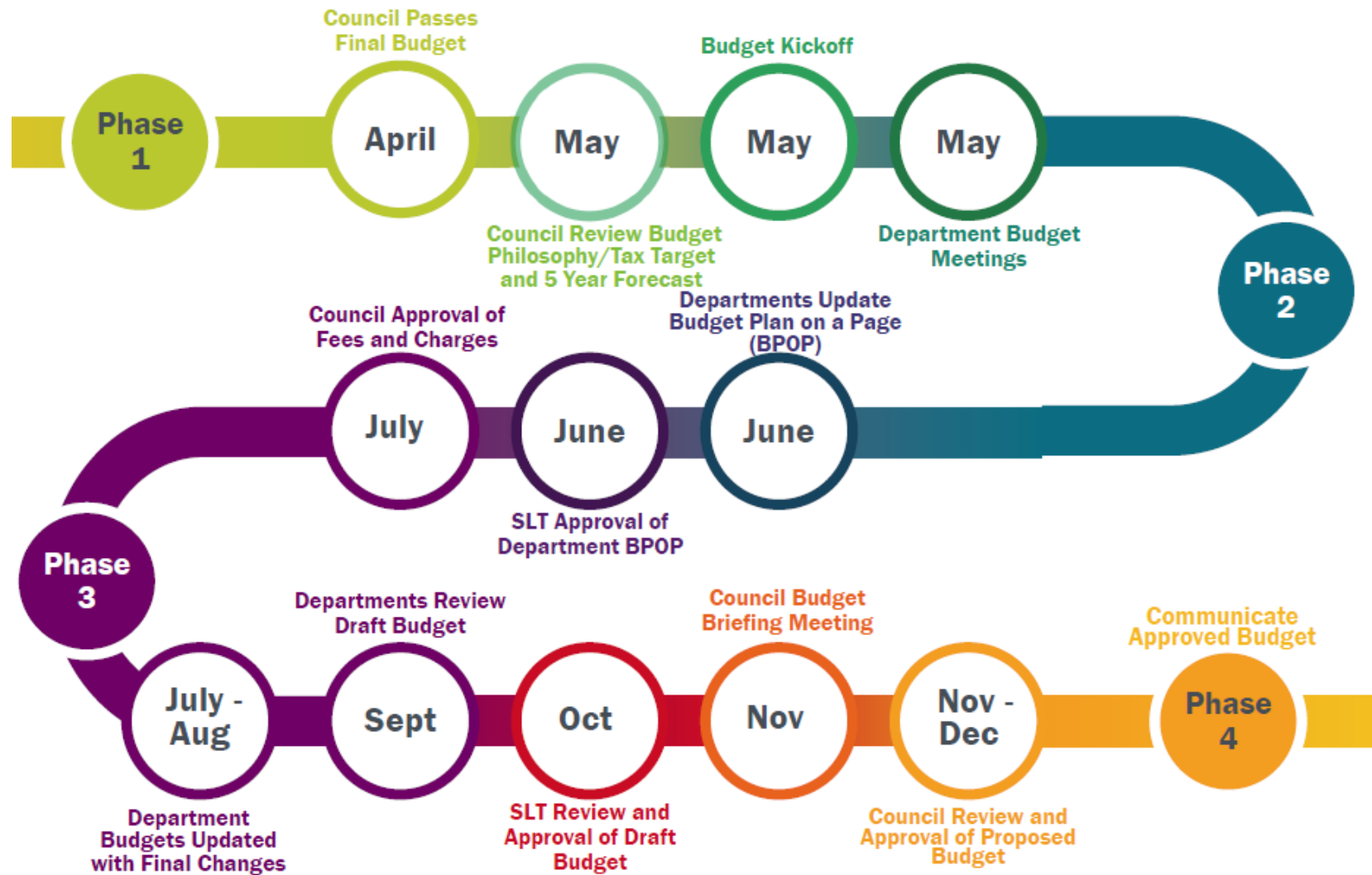
- Operationalize Council's Strategic Plan into a Corporate Plan
- Confirms budgets support objectives
- Balance operational needs with fiscal responsibility and legislative compliance

Departments

- Execute the operational plan
- Focus on service delivery requirements, operational goals, and Council priorities
- Report on outcomes

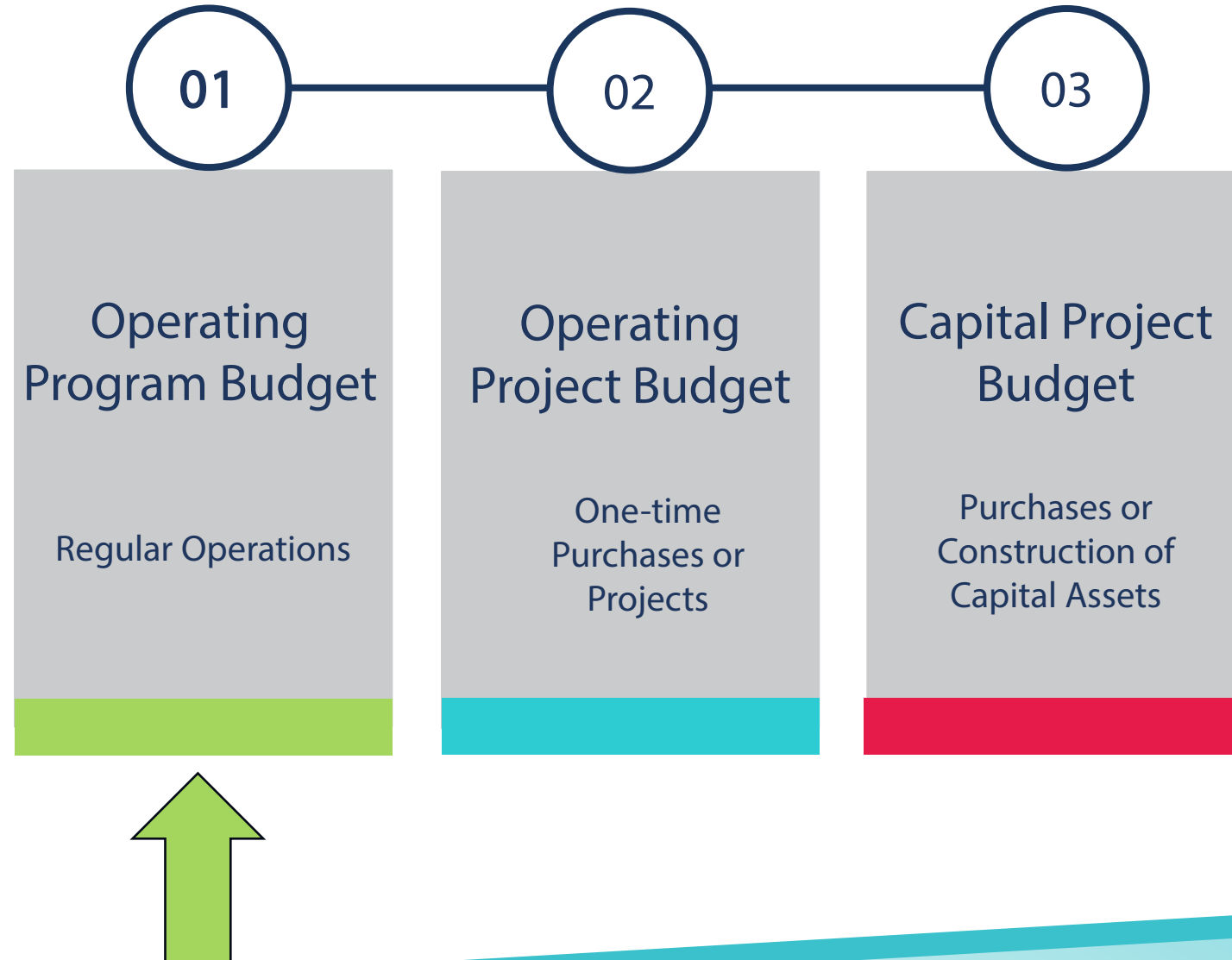


BUDGET MILESTONES



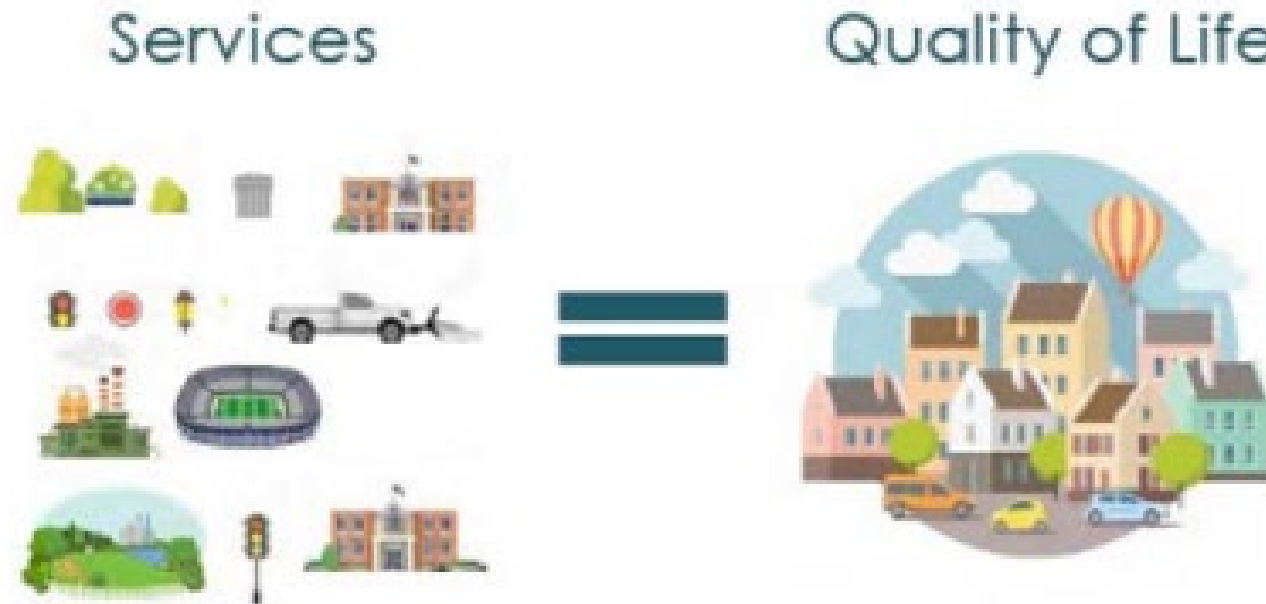


COMPONENTS OF THE BUDGET



PROGRAM BASED BUDGETING

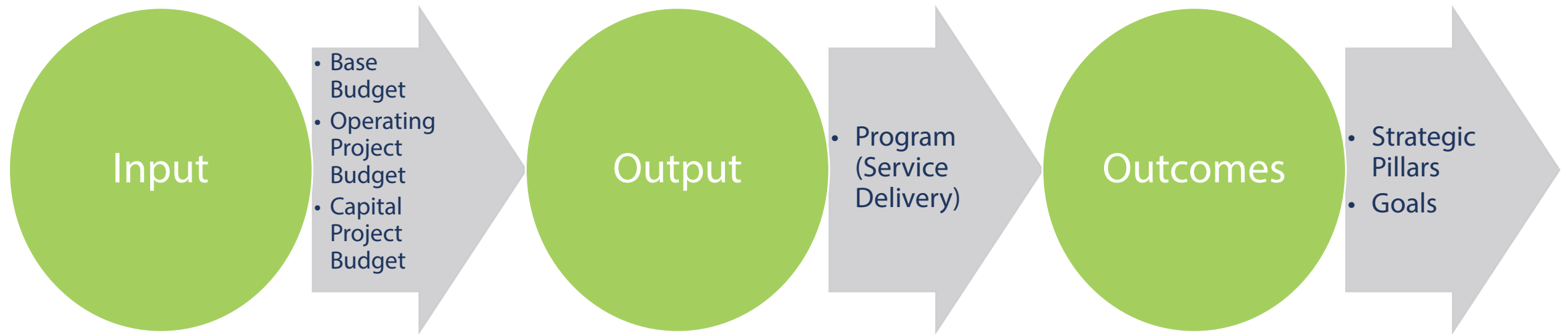
- More commonly referred to as priority-based budgeting, Program based budgeting ensures that the budget is accountable to the wants and needs of the residents. It accomplishes this by allocating funds to the highest priority services first.





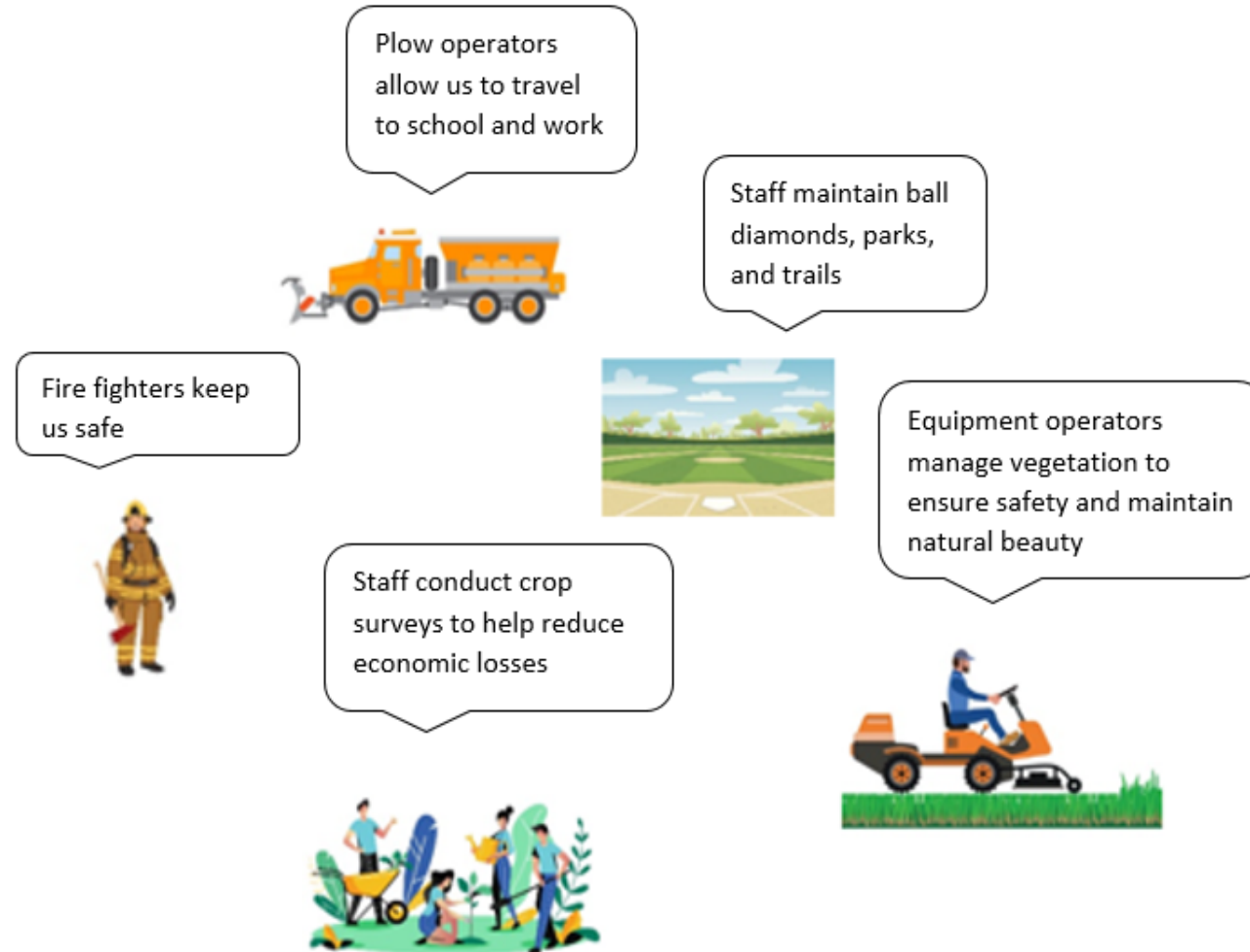
OUTCOME BASED BUDGET REPORTING

- Reflecting the strategic pillars and goals from the 2022-2025 Strategic Plan in budget reports
- Demonstrating how the budget aligns to the Strategic Plan
- Providing a mechanism to ensure strategic goals are prioritized through the budget process





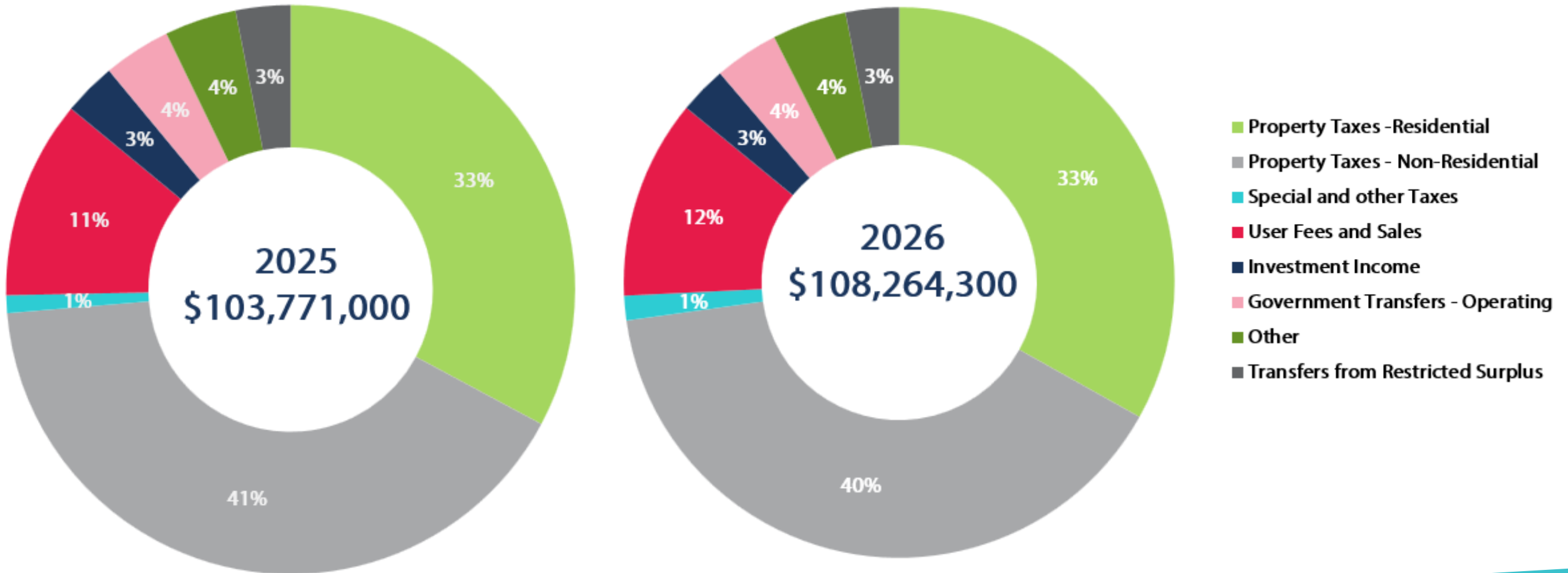
OPERATING PROGRAM





OPERATING PROGRAM REVENUE

Where the funds come from





OPERATING PROGRAM REVENUE BY CATEGORY

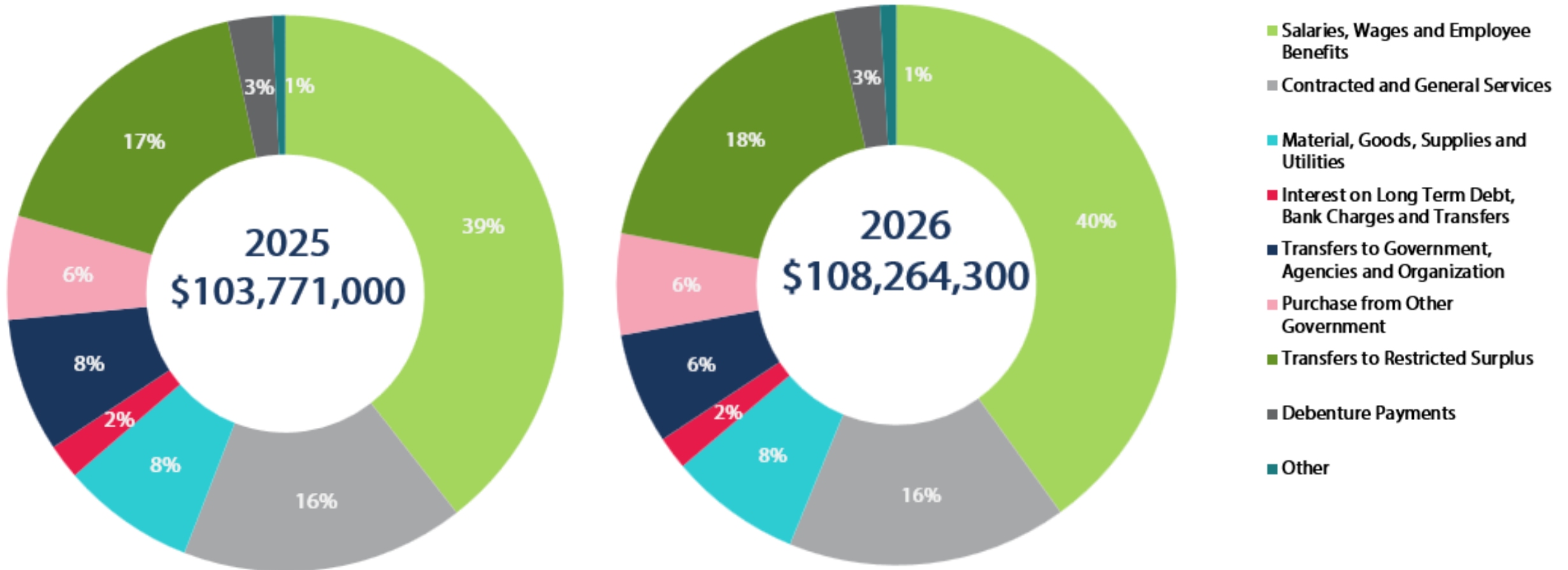
Category	2025 Budget	2026 Budget	Change	Key Changes
Municipal Tax*	\$76,070,300	\$78,804,700	\$2,734,400	Driven from municipal expenditures
Special and Other Taxes	\$1,566,100	\$1,566,100	\$0	
User Fees and Sales	\$11,652,100	\$12,674,500	\$1,022,400	Water & Wastewater Utility rates, and removal of election
Penalties	1,066,900	\$1,080,900	\$14,000	Utility penalties
Investment Income	\$3,115,300	\$3,025,900	(\$89,400)	Investment income is re-forecasted each year
Government Transfers - Operating	\$3,946,000	\$4,072,400	\$126,400	Local Government Fiscal Framework revenue recognized
Licenses & Permits	\$1,243,000	\$1,143,000	(\$100,000)	Building Industrial/Commercial permits
Other Revenue - Operating	\$611,400	\$713,000	\$101,600	Recycling contract, fire cost recovery
Proceeds on Sale of Tangible Capital Assets	\$973,200	\$1,189,500	\$216,300	Fleet disposals
Transfers from Restricted Surplus	\$3,213,400	\$3,392,400	\$179,000	Water & Wastewater Utility rates, debt, cost shares transfer, and removal of election
Transfers from Liability	\$169,100	\$436,400	\$267,300	Gravel pit reclamation
Loan Distribution	\$144,200	\$165,500	\$21,300	Meridian Housing Spruce Grove Lodge
Total Revenue	\$103,771,000	\$108,264,300	\$4,493,300	

*This excludes operating and capital projects tax requirements



OPERATING PROGRAM EXPENDITURE

How the funds support programs and services



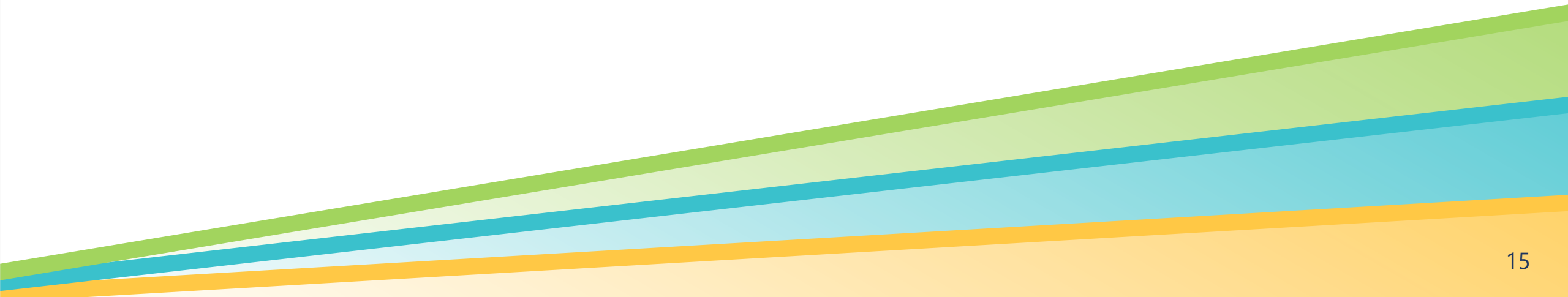


OPERATING PROGRAM EXPENDITURE BY CATEGORY

Category	2025 Budget	2026 Budget	2025/2026 Change	2025/2026 Key Changes
Salaries, Wages and Employee Benefits	\$40,549,100	\$43,334,700	\$2,785,600	Payroll adjustments and new staff position requests
Contracted and General Services	\$16,933,900	\$17,512,400	\$578,500	Inflation, software subscriptions, seal coat surfacing, and removal of election
Materials, Goods, Supplies and Utilities	\$7,974,200	\$8,246,500	\$272,300	Inflation
Interest on Long Term Debt, Bank Charges and Transfers	\$2,076,700	\$2,054,400	(\$22,300)	Adjustment to debenture payments based on updated forecasts
Transfers to Governments, Agencies and Organizations	\$8,014,500	\$6,932,900	(\$1,081,600)	Reallocate Capital Cost Shares, and EMRB Dissolution
Purchases from Other Government	\$6,205,100	\$6,329,400	\$124,300	Adjustment to Water & Wastewater rates, fire agreements and removal of election
Other Expenses - Operating	\$587,000	\$587,000	\$0	
Transfers to Restricted Surplus	\$18,600,500	\$20,021,200	\$1,420,700	Water & Wastewater Utility rates, and lifecycle
Liability Expenditure	\$169,100	\$436,400	\$267,300	Gravel pit reclamation
Debenture Payments	\$2,660,900	\$2,809,400	\$148,500	Entwistle Water Reservoir
Total Expenditures	\$103,771,000	\$108,264,300	\$4,493,300	

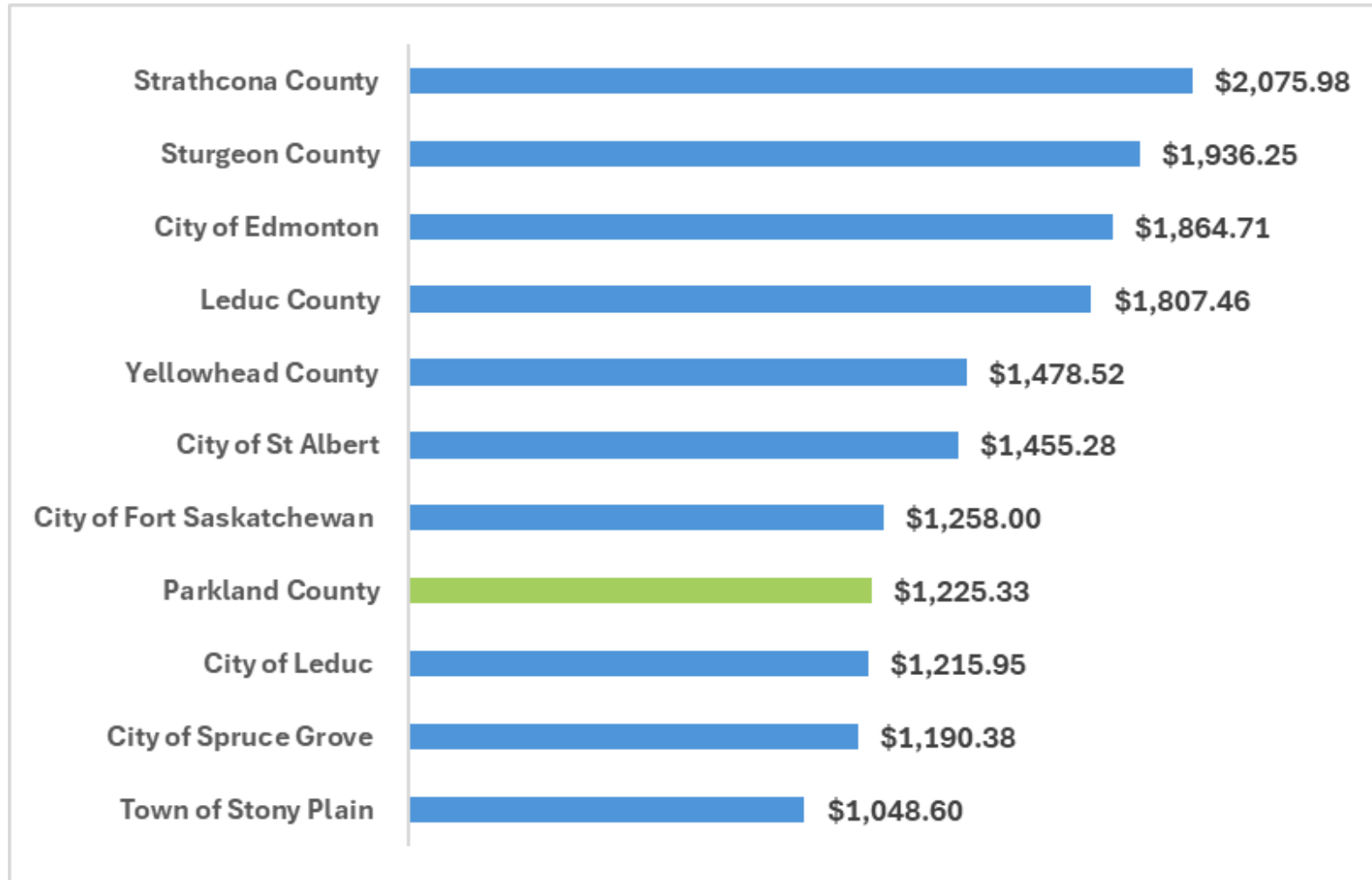


2026 STAFFING



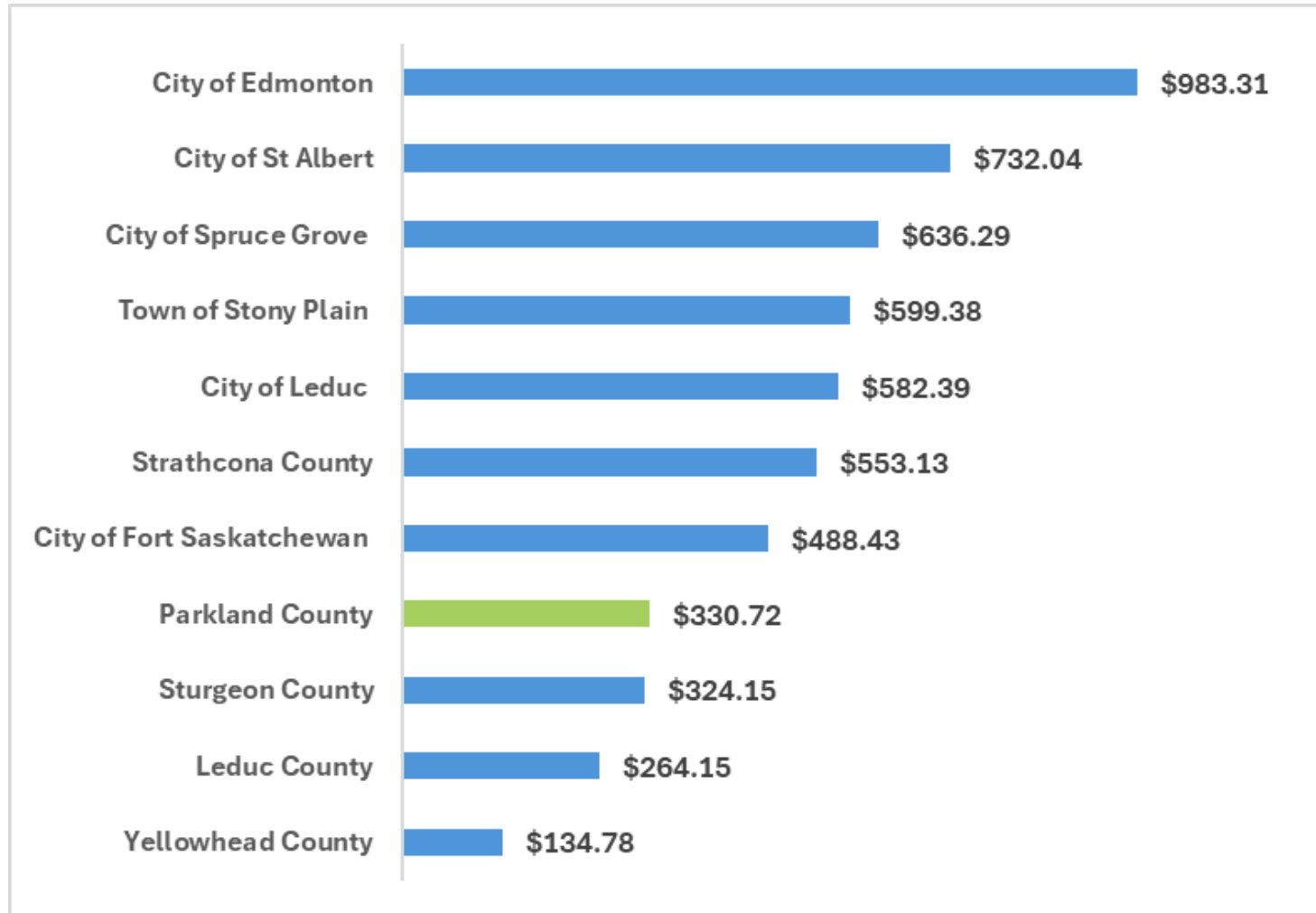


2024 SALARIES/WAGES/BENEFITS PER CAPITA



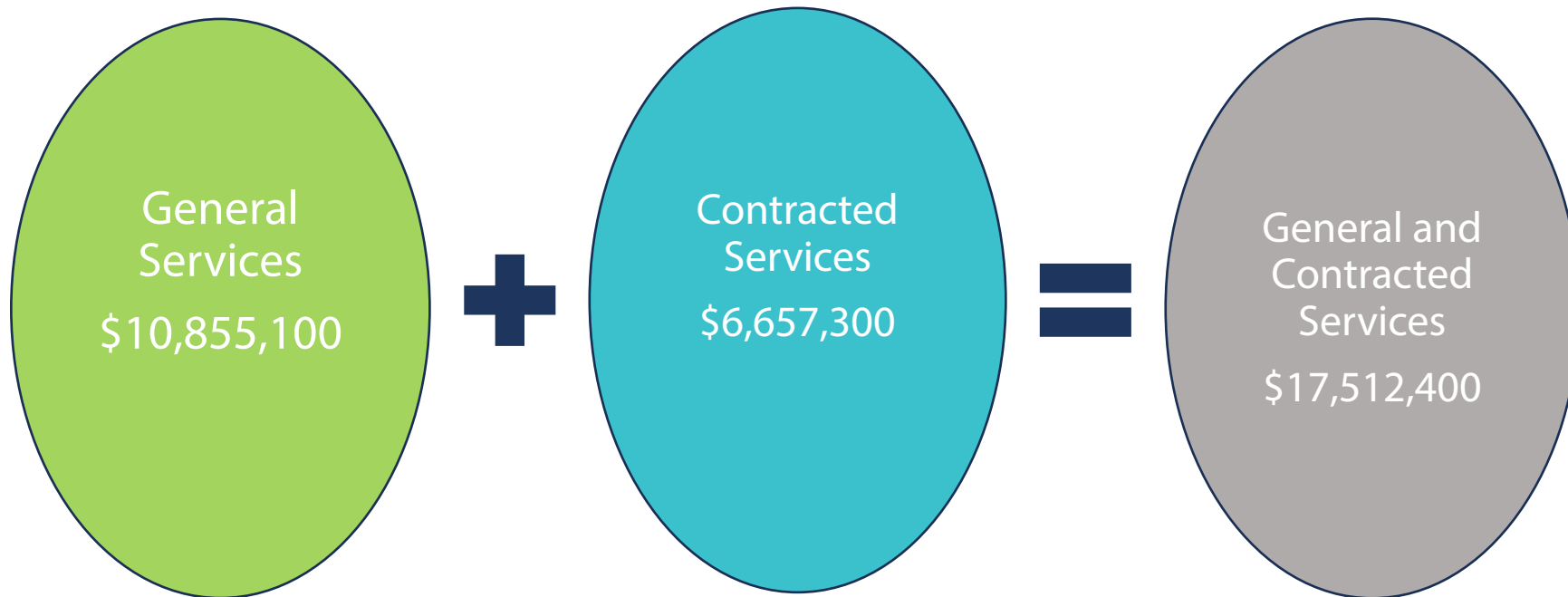


2024 SALARIES/WAGES/BENEFITS PER \$100,000 OF ASSESSMENT





2026 CONTRACTED AND GENERAL SERVICES





TRANSFERS TO GOVERNMENTS, AGENCIES, AND ORGANIZATIONS

Description	2025 Budget	2026 Budget
Provincial Policing Contract	\$2,700,000	\$2,700,000
Not for Profits & Agencies – Community Services	\$1,757,700	\$1,756,900
Operating Cost Shares to Local Government	\$1,640,900	\$1,450,400
TransAlta Tri-Leisure Centre	\$849,300	\$1,276,800
Capital Cost Shares to Local Government	\$393,200	\$906,100
Other	\$748,400	\$521,400
Total	\$8,089,500	\$8,611,600



NEXT STEPS

- Budget Presentations to Council – November 24,25,26, 2025
- Seek Council Approval of 2026 Budget – December 2, 2025
- Seek Council Approval of 2025 Carryforward Projects and Restricted Surplus Updates – Q1 2026
- Seek Council Approval of the 2026 Tax Levy Bylaw – Q2 2026

QUESTIONS?