

The top half of the page features a dark blue background with a complex, abstract geometric pattern. The pattern consists of multiple overlapping, nested shapes that resemble stylized chevrons or zig-zags, creating a sense of depth and movement. The lines are a lighter shade of blue, and the overall effect is modern and professional.

APPENDIX B

Annexation Financial Impact Assessment



Final Report
Town of Strathmore
Annexation Financial Impact Assessment

Version 6.0
March 17th, 2026

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1 CONTENTS

1.1 Table of Contents

1	CONTENTS.....	1
1.1	TABLE OF CONTENTS.....	1
1.2	LIST OF TABLES & FIGURES.....	2
2	DOCUMENT INFORMATION.....	4
2.1	REVISION HISTORY.....	4
2.2	ACRONYMS AND TERMS.....	4
3	EXECUTIVE SUMMARY.....	5
4	INTRODUCTION.....	8
4.1	METHODOLOGY.....	8
4.2	APPROACH.....	9
4.3	CONSERVATIVE ASSUMPTIONS.....	9
5	LAND REQUIREMENTS AND STAGING.....	12
6	CAPITAL PLAN OVERVIEW.....	15
7	CAPITAL PLAN FINANCING.....	16
8	OPERATING PLAN.....	20
8.1	PROGRAM REVENUES AND EXPENDITURES.....	22
8.2	EXISTING DEBENTURES.....	22
8.3	NEW DEBENTURES.....	24
8.4	TRANSFERS TO RESERVES.....	25
8.5	DIRECT CAPITAL ALLOCATION.....	26
8.6	CONTINGENCY.....	26
9	ASSESSMENT.....	27
9.1	TOWN ASSESSMENT BASE.....	27
9.2	TOWN ASSESSMENT GROWTH.....	27
9.3	ANNEXATION AREA ASSESSMENT BASE.....	28
9.4	ANNEXATION AREA ASSESSMENT GROWTH.....	28
9.5	TOTAL ASSESSMENT.....	29
10	IMPACT ON TOWN: TAX LEVY.....	31

10.1	TAX REQUIREMENTS.....	31
10.2	EXISTING TAX RATES.....	34
10.3	TAX LEVY IMPACT.....	35
11	IMPACT ON TOWN: BORROWING CAPACITY.....	37
12	IMPACT ON COUNTY.....	44
12.1	METHODOLOGY AND SCOPE.....	44
12.2	COMPENSATION AGREEMENT.....	45
13	IMPACT ON ANNEXATION AREA LANDOWNERS.....	46
13.1	TAX IMPACTS.....	46
13.2	TAX MITIGATION COSTS TO TOWN.....	46
14	CONCLUSION.....	48
	APPENDIX A – POPULATION GROWTH.....	49
	APPENDIX B - CAPITAL PLAN DETAILS.....	50
	APPENDIX C - CAPITAL FINANCING PLAN DETAILS.....	62
	APPENDIX D – OPERATING PLAN DETAILS.....	71
	APPENDIX E – ASSESSMENT GROWTH.....	79
	APPENDIX F – DEBT LIMIT LEGISLATION.....	84

1.2 List of Tables & Figures

Table 1 – Projected Tax Impact over 30-year Review Period.....	6
Figure 1a – Town and Annexation Area Conceptual Land Use Map.....	13
Figure 1b – Town and Annexation Area Conceptual Staging Map.....	14
Table 2 – Summary of Capital Infrastructure Required to Support Town Needs (Including Both Current Town Lands and Annexation Lands).....	15
Table 3 – Summary of Capital Financing Plan by Source.....	16
Table 4 – Summary of Capital Financing Plan by Expenditure Area.....	17
Table 5 – Summary of Debenture Financing in 5-year Increments.....	18
Table 6 – Summary of Operating Revenues & Expenditures.....	20
Table 7 – Summary of Existing Debentures.....	22
Table 8 – Summary of New Debenture Payments and Balances.....	25
Table 9 – Town’s Assessment Base (2025).....	27

Table 10 – Annexation Area Assessment Base (2025).....	28
Table 11 – Summary of Total Assessment.....	29
Table 12 – Tax Requirements.....	31
Table 13 – Town 2025 Tax Rates.....	34
Table 14 – County 2025 Tax Rates.....	35
Table 15 – Projected Tax Impact over 30-year Review Period.....	35
Table 16 – Debt Limit and Debt Servicing Limit.....	38
Table 22 – Tax Mitigation Impact on Town.....	47

2 DOCUMENT INFORMATION

2.1 Revision History

Version Number	Revision Date	Summary of Changes and Author
1.0	July 31 st , 2025	Draft: Created by CORVUS Business Advisors
2.0	August 13 th , 2025	Draft: Created by CORVUS Business Advisors
3.0	September 5 th , 2025	Draft: Created by CORVUS Business Advisors
4.0	October 2 nd , 2025	Draft: Created by CORVUS Business Advisors
5.0	February 24 th , 2026	Draft: Created by CORVUS Business Advisors
6.0	March 17 th , 2026	Final: Created by CORVUS Business Advisors

2.2 Acronyms and Terms

Term	Explanation
AMWWP	Alberta Municipal Water/Wastewater Partnership
CCBF	Canada Community-Building Fund
LGFF	Local Government Fiscal Framework
STIP	Strategic Transportation Infrastructure Program

3 EXECUTIVE SUMMARY

We would like to thank the management, staffs and Councils of the Town of Strathmore (“the Town”) and Wheatland County (“the County”) for their input into this report. This report analyses the financial impacts associated with growth within the current Town boundary and the proposed annexation area for a 30-year period from 2027 to 2056. The analysis was undertaken in 2025 but assumes that annexation will take effect in 2027. This analysis includes the costs, recoveries, assessment, and tax impacts associated with the combined area of the current Town and the proposed annexation area. This analysis also considers the impact on the County and annexation area landowners.

The capital investment required to support growth over the 30-year review period is **\$0.79 billion** in current dollars or **\$1.22 billion** in year of construction dollars. The net operating costs (including direct capital allocation and contingencies) increase from **\$20.7 million** in 2027 to **\$82.5 million** in 2056. The total tax requirement, including school requisitions, increases from **\$29.8 million** in 2027 to **\$118.6 million** in 2056. The assessment base for the Town and annexation area is forecast to increase from **\$3.27 billion** in 2027 to **\$8.93 billion** in 2056. Forecast tax increases over the 30-year review period range from a low of 0.10% to a high of 2.80%, with an average of **1.01%**. In our view, these tax increases are reasonable and sustainable, particularly given the conservative assumptions built into this analysis (such as contingencies).

- 2027 to 2029: **2.05%** per year
- 2030 to 2032: **1.70%** per year
- 2033 to 2035: **0.35%** per year
- 2036 to 2038: **0.10%** per year
- 2039 to 2041: **0.75%** per year
- 2042 to 2044: **1.70%** per year
- 2045 to 2047: **2.80%** per year
- 2048 to 2050: **0.10%** per year
- 2051 to 2053: **0.10%** per year
- 2054 to 2056: **0.50%** per year

Table 1 – Projected Tax Impact over 30-year Review Period

	1	2	3	4	5
	2027	2028	2029	2030	2031
Mill Rates					
Residential	8.465	8.639	8.816	8.966	9.118
Non-residential	12.617	12.876	13.140	13.363	13.590
% Increase	2.05%	2.05%	2.05%	1.70%	1.70%

	6	7	8	9	10
	2032	2033	2034	2035	2036
Mill Rates					
Residential	9.273	9.306	9.338	9.371	9.380
Non-residential	13.821	13.870	13.918	13.967	13.981
% Increase	1.70%	0.35%	0.35%	0.35%	0.10%

	11	12	13	14	15
	2037	2038	2039	2040	2041
Mill Rates					
Residential	9.390	9.399	9.470	9.541	9.612
Non-residential	13.995	14.009	14.114	14.220	14.326
% Increase	0.10%	0.10%	0.75%	0.75%	0.75%

	16	17	18	19	20
	2042	2043	2044	2045	2046
Mill Rates					
Residential	9.776	9.942	10.111	10.394	10.685
Non-residential	14.570	14.818	15.069	15.491	15.925
% Increase	1.70%	1.70%	1.70%	2.80%	2.80%

	21	22	23	24	25
	2047	2048	2049	2050	2051
Mill Rates					
Residential	10.984	10.995	11.006	11.017	11.028
Non-residential	16.371	16.387	16.404	16.420	16.437
% Increase	2.80%	0.10%	0.10%	0.10%	0.10%

	26	27	28	29	30
	2052	2053	2054	2055	2056
Mill Rates					
Residential	11.039	11.050	11.105	11.161	11.217
Non-residential	16.453	16.470	16.552	16.635	16.718
% Increase	0.10%	0.10%	0.50%	0.50%	0.50%

As highlighted in *Section 11*, The debt limit is anticipated to peak at approximately 60% (of the allowable maximum) in 2045 and 2056 with an overall average of **36%** during the 30-year review period. The debt servicing limit is anticipated to peak at approximately 39% (of the allowable maximum) in 2056 with an overall average of **25%** during the 30-year review period. The debt and debt service impacts remain within allowable limits during the 30-year review period.

As highlighted in *Section 12*, the Town and County have agreed on a lump sum payment of **\$15,500** as full compensation to the County for the annexation of the annexation lands. This compensation amount is accounted for in the financial forecasts and results reflected herein by way of the **\$45.0 million** contingency built into the analysis.

As highlighted in *Section 13*, annexation area landowners are not impacted by the proposed annexation, assuming the request by the Town for tax protection is granted—namely that, in the absence of a triggering event annexation area properties be taxed at the lower of County or Town tax rates, and the “grandfathering” of tax status for annexation area properties, for the 30-year annexation timeframe.

As highlighted in *Section 13*, the impact of tax mitigation for annexation area landowners on the Town is **\$2,700** over the 30-year review period.

4 INTRODUCTION

This report assesses the financial impact of the proposed annexation of lands in Wheatland County (“the County”) by the initiating municipality—the Town of Strathmore (“the Town”).

4.1 Methodology

For the initiating municipality, there are several ways to assess the financial impact of annexations. One scenario can be compared to another (e.g., compare the forecast tax impact without annexation vs. the forecast tax impact with annexation). Another approach is to examine the reasonableness of a single scenario that includes only annexation.

In our view analyses that rely on “with-without” comparisons are less meaningful. For example, one might determine that the average annual tax increase over 50 years without annexation is 10% and with annexation is 8%. By this measure annexation might be deemed positive, even though long-term tax increases of 8% year-after-year are not plausible. Furthermore, with-without comparison often rely on assumptions that are unrealistic (e.g., the “splitting” of buildings and facilities depending on the scenarios being considered).

We believe there is more value in assessing annexation financial impacts by forecasting the tax impact with annexation and determining its reasonability. Once the annexation is determined to be financially reasonable or unreasonable, all other analyses of scenarios without annexation become moot—the annexation is financially viable or it is not.

This financial impact assessment is based on a pro forma analysis intended to provide the reader with insight into the future—it is forward looking. Some financial analyses choose to exclude the effects of inflation. However, in our view the exclusion of inflation produces results which are difficult for decision makers to interpret and utilize. Inflation is a useful forward-looking assumption that is often considered by municipal decision makers because it will impact municipal capital costs, operating costs, and recoveries.

Accordingly, this pro forma analysis includes inflation of 2.3%¹. The results provide future insight into tax rates, debt, and other key indicators of the Town’s future position post-annexation.

4.2 Approach

This report assesses the financial impacts associated with growth within the current Town boundary and the proposed annexation area (i.e., this analysis includes costs, recoveries, assessment, and tax impacts associated with the combined area of the current Town and the proposed annexation area) for a 30-year period from 2027 to 2056. It is assumed the annexation approval process would conclude in 2026, with land transfer occurring in 2027.²

In developing the capital and operating plans that are required to support an expanded service area (i.e., Town plus annexation lands), Town staff have taken a comprehensive and detailed approach to determining the strategies and associated costs and recoveries. That said, it should be understood that this analysis, while realistic, is hypothetical—the capital and operating assumptions herein will ultimately require budget and policy review by future Councils.

4.3 Conservative Assumptions

The financial impact of annexation on the Town is based on conservative assumptions purposefully. These assumptions serve to “test” and “stress” the annexation plan thereby providing additional assurance that the municipality has a plan with suitable rigor to withstand changing circumstances. With respect to impact on the Town, the following conservative assumptions underpin this FIA:

- Current cost estimates are inflated **2.3%** per annum to reflect future costs in the year of construction. This inflation rate assumption is higher than the current

¹ The average inflation in Alberta from 1993-2024 was 2.3%.

² The Town aspires to have the annexation complete and lands transferred in 2026. However, given the time required to complete the annexation application, schedule and complete an annexation hearing (if necessary), and complete the annexation approval, we have assumed a 2027 land transfer date.

- inflation rate which is approximately 1.7%.³ Should inflation over the review period be less than 2.3%, the tax and debt impacts on the Town reflected in this report will decrease, all other things being equal.
- The growth in assessment market values has been capped at **1.2%** per year. Should future assessment market values increase beyond an average of 1.2%, the tax impacts on the Town reflected in this report will decrease, all other things being equal.
 - The analysis herein includes a large contingency—**\$45.0 million** over the review period.⁴ This contingency enables the Town to address capital projects or additional services or operating costs either not contemplated within the Town’s annexation plans or added as a result of changing circumstances. This contingency also enables the Town to absorb potential tax mitigation impacts (discussed in *Section 13*). Should this contingency not be required to the extent it has been included in the Town’s projected costs, the tax impacts on the Town reflected in this report will decrease, all other things being equal.
 - Debt financing is generally used for large capital undertakings that are not financed through other means. However, in alignment with the conservative approach underpinning this review all capital requirements not funded via offsite levies or grants or tax funding are assumed to be debt financed. In so doing, additional interest impacts associated with debt are included in this analysis. Should future debt not be required to the extent it is included in forecast costs, the tax and debt impacts on the Town reflected in this report will decrease, all other things being equal.
 - In addition to utility reserves and offsite levy accounts, the Town has a balance of approximately \$7.0 million in various reserves, but only \$2.2 million has been used to finance various capital projects. The balance of **\$4.8 million** is available to

³ Alberta’s year-over-year inflation rate was 1.7% at June 2025.

⁴ While many FIA’s are developed and approved without consideration of contingencies, we believe it is prudent to include a contingency equivalent to 1-5% of future (inflated) capital costs. The contingency included herein is approximately 4%.

support rate stabilization or other requirements as needed.

- Most debt is assumed to be issued with a 20-year term and interest at **2.12%** compounded semi-annually (4.29% annual rate). This rate is consistent with borrowing rates incurred by the Town in 2025. If future debt rates are less than 4.29% per annum then the tax and debt impacts on the Town reflected in this report will decrease, all other things being equal.
- Though there will likely be projects for which the Town will be eligible to access ear-marked capital funding (e.g., Investing in Canada Plan), for this review very few special grants have been included in the capital financing plan. If the Town is successful in accessing these other sources of capital funding, then the tax and debt impacts on the Town reflected in this report will decrease, all other things being equal.
- Though the Town has used transfers from reserves (e.g., utilities) to reduce municipal tax requirements, for this review it is assumed that similar transfers will not be available to reduce tax requirements. If transfers of any kind are available in the future, then the tax impacts on the Town reflected in this report will decrease, all other things being equal.

5 LAND REQUIREMENTS AND STAGING

ISL Engineering and Land Services forecast the amount of land development, both within the Town's current boundaries and the annexation area.⁵ ISL then developed a conceptual plan showing how the lands in-boundary and in the annexation area might develop (land use) and the location and timing of development (staging). On the conceptual staging map below (*Figure 1b*), lands staged to 2056 are highlighted (see legend).

⁵ The information prepared by ISL Engineering and Land Services allocates institutional/other lands to residential land use. However, institutional lands are often tax exempt. So, for the purposes of this financial impact assessment institutional lands have been segregated so as not to overinflate the impact of residential taxes.

Figure 1a – Town and Annexation Area Conceptual Land Use Map

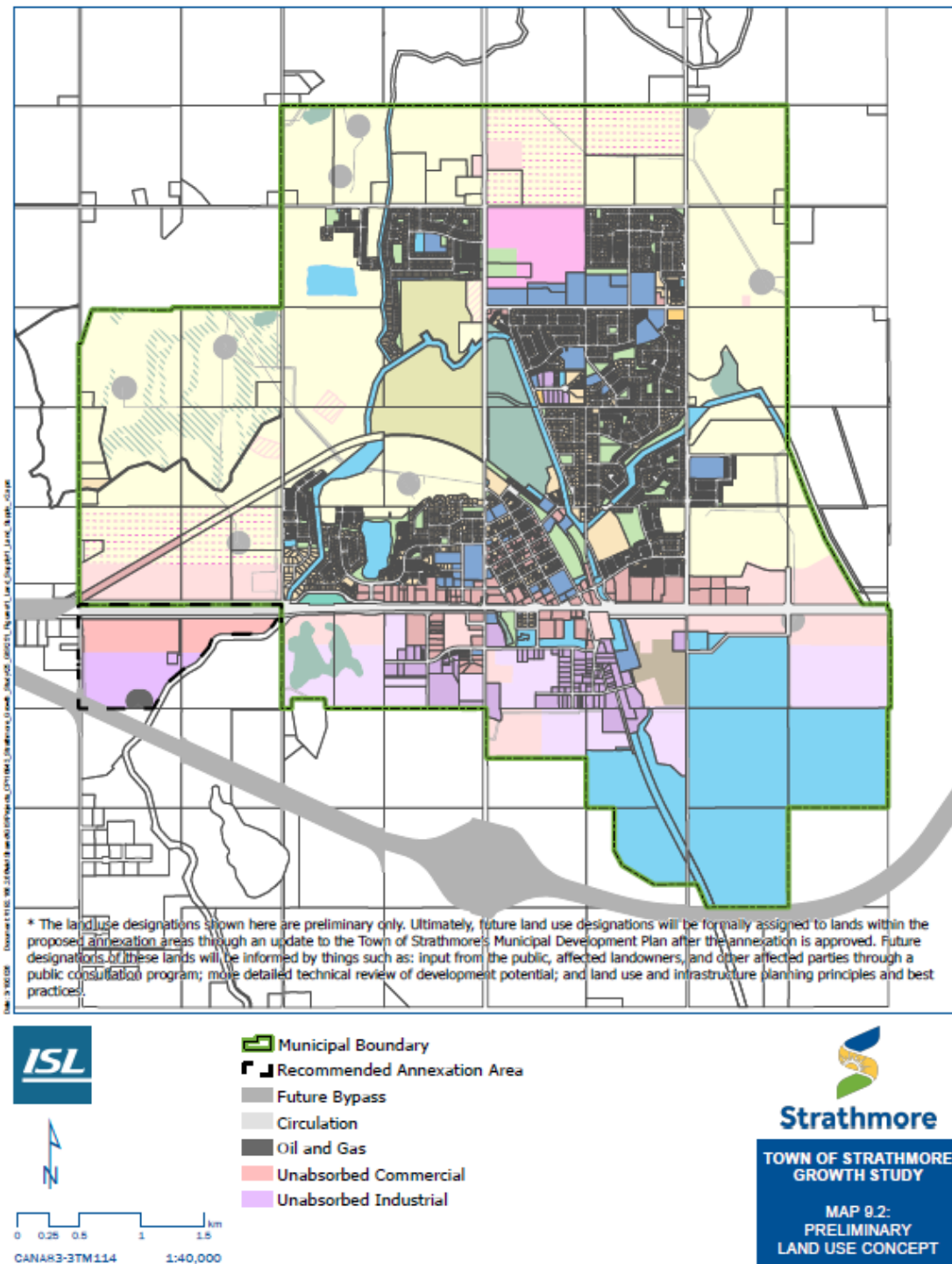
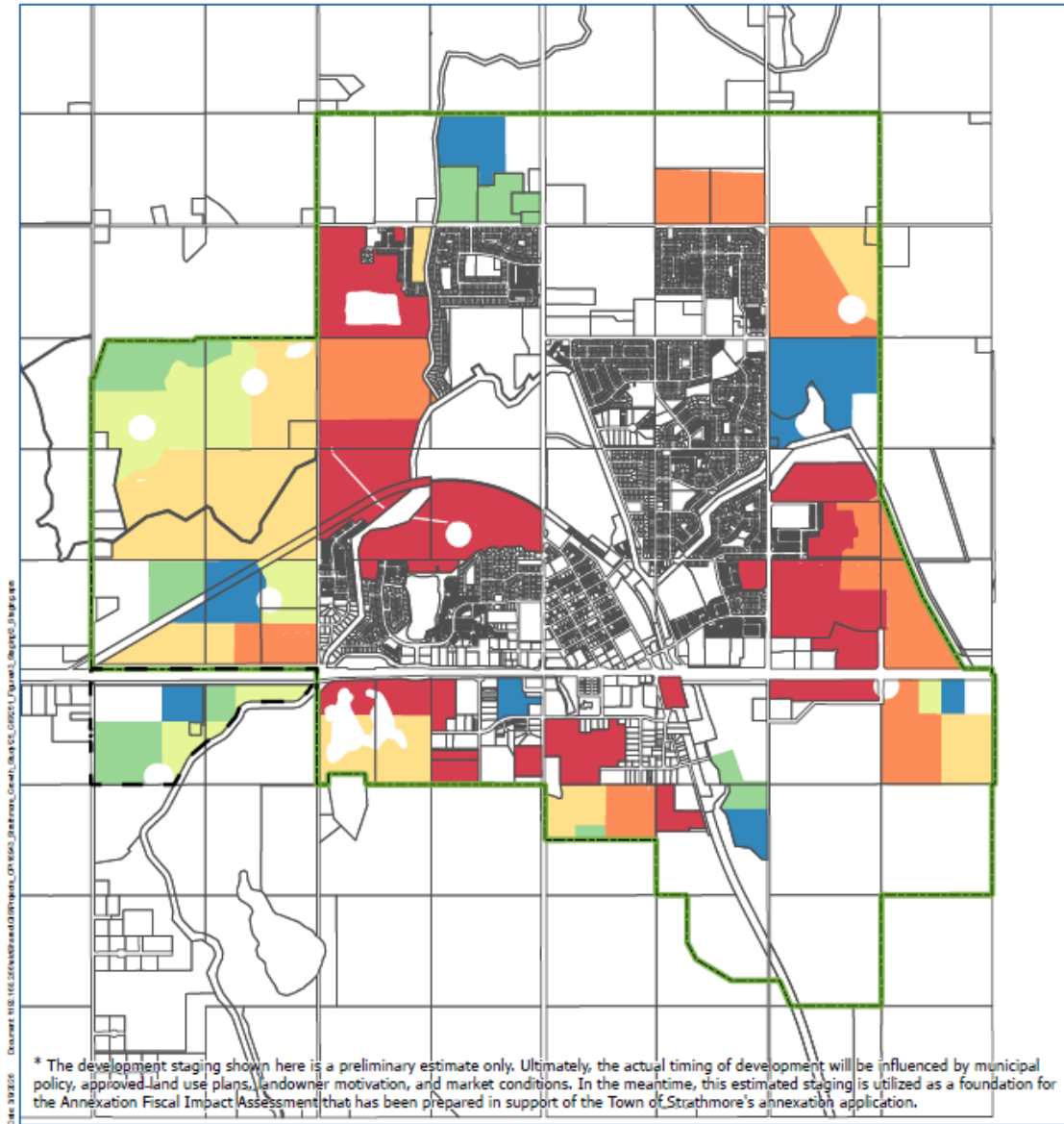


Figure 1b – Town and Annexation Area Conceptual Staging Map



0 0.25 0.5 1 1.5 km
CANAB3-STM114 1:40,000

- Municipal Boundary
- Annexation Area
- Staging Interval**
- 2025-2031
- 2032-2036
- 2037-2041
- 2042-2046
- 2047-2051
- 2052-2056



Strathmore

**TOWN OF STRATHMORE
GROWTH STUDY**

**MAP 9.3:
PRELIMINARY
DEVELOPMENT STAGING**

6 CAPITAL PLAN OVERVIEW

The Town reviewed the infrastructure required to support future growth of the community over the 30-year review period, including annexation lands. As summarized in the table below, anticipated capital infrastructure investment for the expanded urban community is **\$0.79 billion** in current dollars or **\$1.22 billion** in year of construction dollars. Capital infrastructure project details and construction timing are outlined in *Appendix B – Capital Plan Details*. Capital infrastructure costs are reflected in year of construction dollars based upon 2025 construction prices and escalated 2.3% per annum to the date of construction.

As described in *Section 4.3*, a **\$45.0 million** contingency is included in this financial impact assessment to fund any capital (or operating) requirements that are unforeseen or arise as a result of changing circumstances.

Table 2 – Summary of Capital Infrastructure Required to Support Town Needs (Including Both Current Town Lands and Annexation Lands)

Expenditure Area	\$	%
Administration	\$ 1,466,374	0.1%
Building Maintenance	\$ -	0.0%
Council	\$ 4,539,054	0.4%
Economic Development	\$ -	0.0%
Engineering	\$ -	0.0%
Fire	\$ 43,718,799	3.6%
Fleet	\$ 90,754,498	7.5%
Landfill	\$ -	0.0%
Library	\$ -	0.0%
Parks	\$ -	0.0%
Planning	\$ -	0.0%
Public Safety	\$ -	0.0%
RCMP	\$ -	0.0%
Recreation & Culture	\$ 276,106,076	22.7%
Roads	\$ 502,345,812	41.3%
Social Programs & Services	\$ -	0.0%
Solid Waste	\$ -	0.0%
Stormwater	\$ 51,514,508	4.2%
Wastewater	\$ 69,653,946	5.7%
Water	\$ 175,977,321	14.5%
Total	\$ 1,216,076,388	100.0%

7 CAPITAL PLAN FINANCING

A capital financing plan was developed to fund capital infrastructure investments over the 30-year period. As summarized in the tables below, total capital financing is **\$1.22 billion** and is grouped into 6 broad categories: (1) tax levy (i.e., pay-as-you-go), (2) debentures (i.e., debt), (3) reserves (utility and other), (4) offsite levies, (5) third party contributions (e.g., the County), and (6) grants. In some cases, financing options are limited and funding is specifically earmarked for a project (e.g., special grant programs such as Alberta Municipal Water/Wastewater Partnership); in other cases the project financing methods are used interchangeably (e.g., general grant programs such as the Local Government Fiscal Framework, and Canada Community-Building Fund). Capital financing requirements coincide with the timing of infrastructure construction and the timing of infrastructure construction is predicated on the financial capacity of the municipality at that time. Additional capital financing details are outlined in *Appendix C – Capital Financing Plan Details*.

Table 3 – Summary of Capital Financing Plan by Source

Source of Financing	\$	%
Tax Levy	\$ 49,919,454	4.1%
Debentures	\$ 288,079,800	23.7%
Reserves	\$ 69,824,727	5.7%
Offsite Levies	\$ 579,561,372	47.7%
Third Party Contributions	\$ 51,521,173	4.2%
Grants	\$ 177,169,862	14.6%
Total	\$ 1,216,076,388	100.00%

Table 4 – Summary of Capital Financing Plan by Expenditure Area

Expenditure Area	Total	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
Administration	\$ 1,466,374	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,466,374
Building Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Council	\$ 4,539,054	\$ 3,978,847	\$ -	\$ -	\$ -	\$ -	\$ 560,207
Economic Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Engineering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire	\$ 43,718,799	\$ -	\$ 23,450,896	\$ -	\$ -	\$ -	\$ 20,267,903
Fleet	\$ 90,754,498	\$ 9,229,674	\$ 42,194,492	\$ -	\$ -	\$ -	\$ 39,330,332
Landfill	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Safety	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RCMP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Recreation & Culture	\$ 276,106,076	\$ 32,825,937	\$ 172,344,625	\$ -	\$ 1,406,483	\$ 36,003,478	\$ 33,525,553
Roads	\$ 502,345,812	\$ 3,884,996	\$ 50,089,787	\$ 1,694,738	\$ 358,335,862	\$ 15,517,695	\$ 72,822,734
Social Programs & Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Solid Waste	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater	\$ 51,514,508	\$ -	\$ -	\$ 2,576,914	\$ 48,937,594	\$ -	\$ -
Wastewater	\$ 69,653,946	\$ -	\$ -	\$ 6,051,879	\$ 63,602,067	\$ -	\$ -
Water	\$ 175,977,321	\$ -	\$ -	\$ 59,501,196	\$ 107,279,366	\$ -	\$ 9,196,759
Total	\$ 1,216,076,388	\$ 49,919,454	\$ 288,079,800	\$ 69,824,727	\$ 579,561,372	\$ 51,521,173	\$ 177,169,862

Tax Levy (Pay-as-you-go)

A provision of **\$50.0 million** in tax levy (pay-as-you-go) funding was established in the operating budget to finance recurring capital requirements from 2027 to 2056. Of the available funding, a total of **\$49.9 million** in tax levies (4.1% of total financing) is earmarked to finance various capital expenditures over the 30-year capital plan.

Debenture Financing

Debenture financing is generally used for large capital undertakings that are not financed by other means. All debentures are assumed to be issued for 20 years at an interest rate of 2.12% compounded semi-annually (i.e., 4.29% annual rate⁶). The amount of debt that a municipality can assume is controlled by legislation. Debt repayments cannot exceed 25% of eligible revenues and debenture obligations cannot exceed 1.5 times eligible revenues. These legislative limits are discussed in detail in *Section 11*. The timing of debenture financing is subject to construction project scheduling and availability of funds. The timing of new debenture financing over the 30-year capital plan is outlined below. A total of **\$288.1 million** in debenture funding (23.7% of total financing) is earmarked to

⁶ At the time of writing, the Alberta Treasury Board and Finance 20-year borrowing rate for Loans to Local Authorities was 4.29%.

finance various expenditures contained in the 30-year capital plan.

Table 5 – Summary of Debenture Financing in 5-year Increments

Period			\$
2027	to	2031	16,722,713
2032	to	2036	31,949,256
2037	to	2041	45,076,942
2042	to	2046	65,983,853
2047	to	2051	1,722,446
2052	to	2056	126,624,590

Reserves

Reserve financing is mostly generated from utility charges and is earmarked to finance various water, sewer, and stormwater that isn't financed by other means such as offsite levies. Additionally, other capital reserves are also used to finance certain road infrastructure that isn't financed by other means. A total of **\$69.8 million** (5.7% of total financing) in reserve financing is used to finance water, sewer, stormwater, and road infrastructure.

Offsite Levies

Developer financing relates to funds obtained from developers through offsite levies or other development charges. A total of **\$579.6 million** in offsite levies (47.7% of total financing) is used to finance various roads, water, wastewater, and stormwater offsite infrastructure contained in the 30-year capital plan.

Third Party Contributions

Third party financing relates to funds that are received from neighbouring municipalities in support of joint use infrastructure. A total of **\$51.5 million** in third party contributions (4.2% of total financing) is earmarked to finance various capital expenditures contained in the 30-year capital plan.

Grants

Capital grants include the LGFF grant funding, CCBF grant funding, STIP grant funding,

and AMWWP grant funding. A total of **\$177.2 million** in grants (14.6% of total financing) is earmarked to finance various capital expenditures contained in the 30-year capital plan.

8 OPERATING PLAN

An operating plan was developed for the 30-year review period.⁷ The operating plan outlines the programs and services that will be provided to residents, operating and maintenance costs associated with supporting community programs and infrastructure, and debt repayment and other financial charges applicable to capital and other investments. The plan also provides for the ongoing generation of revenues and recoveries from various program areas. A summary of the operating plan is outlined in the table below and described in the sections that follow. Additional plan details are provided in *Appendix D – Operating Plan Details*.

Table 6 – Summary of Operating Revenues & Expenditures

	1	2	3	4	5
	2027	2028	2029	2030	2031
Program and Non-program Revenue	\$ 24,391,702	\$ 27,122,440	\$ 29,939,033	\$ 32,206,256	\$ 34,567,660
Total Revenues	\$ 24,391,702	\$ 27,122,440	\$ 29,939,033	\$ 32,206,256	\$ 34,567,660
Program Expenditures	\$ 35,876,492	\$ 39,003,672	\$ 42,227,231	\$ 44,901,791	\$ 47,654,007
Existing Debentures	\$ 1,565,243	\$ 1,418,735	\$ 1,135,894	\$ 1,113,530	\$ 1,072,502
New Debentures	\$ 227,316	\$ 1,476,352	\$ 1,476,352	\$ 1,476,352	\$ 1,476,352
Transfers To Reserves	\$ 5,938,443	\$ 6,824,871	\$ 7,837,643	\$ 8,430,221	\$ 9,143,082
Direct Capital Allocation	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Contingency	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Total Expenditures	\$ 45,107,495	\$ 50,223,630	\$ 55,177,119	\$ 58,421,894	\$ 61,845,943

	6	7	8	9	10
	2032	2033	2034	2035	2036
Program and Non-program Revenue	\$ 37,015,948	\$ 39,553,002	\$ 42,176,791	\$ 44,895,435	\$ 47,713,232
Total Revenues	\$ 37,015,948	\$ 39,553,002	\$ 42,176,791	\$ 44,895,435	\$ 47,713,232
Program Expenditures	\$ 50,504,080	\$ 53,454,139	\$ 56,502,163	\$ 59,656,905	\$ 62,923,061
Existing Debentures	\$ 988,401	\$ 832,942	\$ 791,276	\$ 719,610	\$ 649,087
New Debentures	\$ 3,227,922	\$ 3,227,922	\$ 3,487,627	\$ 3,862,673	\$ 3,862,673
Transfers To Reserves	\$ 9,883,084	\$ 10,588,103	\$ 11,340,495	\$ 12,144,811	\$ 12,975,457
Direct Capital Allocation	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Contingency	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Total Expenditures	\$ 67,603,487	\$ 71,103,106	\$ 75,121,562	\$ 79,383,999	\$ 83,410,278

⁷ For ease of analysis Town base budgets have been placed into generic classifications and categories.

	11	12	13	14	15
	2037	2038	2039	2040	2041
Program and Non-program Revenue	\$ 50,622,596	\$ 53,630,277	\$ 56,733,414	\$ 59,961,446	\$ 63,318,075
Total Revenues	\$ 50,622,596	\$ 53,630,277	\$ 56,733,414	\$ 59,961,446	\$ 63,318,075
Program Expenditures	\$ 66,292,729	\$ 69,773,215	\$ 73,361,635	\$ 77,089,373	\$ 80,960,516
Existing Debentures	\$ 633,127	\$ 467,168	\$ 455,649	\$ -	\$ -
New Debentures	\$ 3,862,673	\$ 3,862,673	\$ 4,077,966	\$ 7,229,514	\$ 7,229,514
Transfers To Reserves	\$ 13,781,191	\$ 14,614,078	\$ 15,473,326	\$ 16,455,305	\$ 17,382,292
Direct Capital Allocation	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Contingency	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Total Expenditures	\$ 87,569,722	\$ 91,717,135	\$ 96,368,576	\$ 103,774,192	\$ 108,572,321

	16	17	18	19	20
	2042	2043	2044	2045	2046
Program and Non-program Revenue	\$ 66,823,742	\$ 69,351,072	\$ 71,753,157	\$ 74,238,138	\$ 76,818,508
Total Revenues	\$ 66,823,742	\$ 69,351,072	\$ 71,753,157	\$ 74,238,138	\$ 76,818,508
Program Expenditures	\$ 84,996,911	\$ 88,002,609	\$ 90,882,884	\$ 96,210,935	\$ 99,349,901
Existing Debentures	\$ -	\$ -	\$ -	\$ -	\$ -
New Debentures	\$ 7,229,514	\$ 7,229,514	\$ 7,727,775	\$ 12,157,912	\$ 11,930,596
Transfers To Reserves	\$ 18,350,437	\$ 19,048,399	\$ 19,711,774	\$ 20,398,040	\$ 21,110,651
Direct Capital Allocation	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
Contingency	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Total Expenditures	\$ 113,826,863	\$ 117,530,522	\$ 121,572,433	\$ 132,016,888	\$ 135,641,148

	21	22	23	24	25
	2047	2048	2049	2050	2051
Program and Non-program Revenue	\$ 79,492,121	\$ 82,269,842	\$ 85,151,300	\$ 88,141,897	\$ 91,247,518
Total Revenues	\$ 79,492,121	\$ 82,269,842	\$ 85,151,300	\$ 88,141,897	\$ 91,247,518
Program Expenditures	\$ 102,597,024	\$ 105,964,044	\$ 109,450,785	\$ 113,063,199	\$ 116,807,759
Existing Debentures	\$ -	\$ -	\$ -	\$ -	\$ -
New Debentures	\$ 11,930,596	\$ 10,681,560	\$ 10,810,212	\$ 10,810,212	\$ 10,810,212
Transfers To Reserves	\$ 21,849,011	\$ 22,616,123	\$ 23,411,883	\$ 24,237,784	\$ 25,095,451
Direct Capital Allocation	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
Contingency	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 2,000,000
Total Expenditures	\$ 139,626,631	\$ 142,511,728	\$ 146,922,880	\$ 151,361,195	\$ 156,463,422

	26	27	28	29	30
	2052	2053	2054	2055	2056
Program and Non-program Revenue	\$ 94,476,460	\$ 97,832,368	\$ 101,319,850	\$ 104,941,196	\$ 108,704,878
Total Revenues	\$ 94,476,460	\$ 97,832,368	\$ 101,319,850	\$ 104,941,196	\$ 108,704,878
Program Expenditures	\$ 120,693,499	\$ 124,724,526	\$ 128,905,970	\$ 133,240,509	\$ 138,951,605
Existing Debentures	\$ -	\$ -	\$ -	\$ -	\$ -
New Debentures	\$ 9,058,641	\$ 9,058,641	\$ 10,189,246	\$ 9,814,200	\$ 17,881,605
Transfers To Reserves	\$ 25,987,174	\$ 26,913,962	\$ 27,877,085	\$ 28,877,177	\$ 29,916,578
Direct Capital Allocation	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Contingency	\$ 2,000,000	\$ 2,000,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000
Total Expenditures	\$ 159,739,315	\$ 164,697,129	\$ 171,472,301	\$ 176,431,887	\$ 191,249,787

8.1 Program Revenues and Expenditures

Program revenues and expenditures were identified for all areas of municipal operations: administration, fleet, recreation & culture, council, stormwater, fire, library, police and emergency services, roads, wastewater, solid waste management, water, parks, building maintenance, cemetery, etc. Program revenues are forecast to grow from **\$24.4 million** in 2027 to **\$108.7 million** in 2056. Program expenditures are forecast to grow from **\$35.9 million** in 2027 to **\$139.0 million** in 2056. Details including staffing forecasts for each area are outlined in *Appendix D – Operating Plan Details*.

8.2 Existing Debentures

In addition to program expenditures, operating costs include the principal and interest costs associated with existing debentures as shown in the table below. The existing debt forecast uses the 2025 opening debt balances as a start point. All forecasts forward in time stem from the Town’s repayment schedule as at the commencement of 2025. Existing debt payments (principal and interest) are forecast to decline from **\$1.6 million** in 2027 to **\$0** in 2040.

Table 7 – Summary of Existing Debentures⁸

	1	2	3	4	5
	2027	2028	2029	2030	2031
Opening Debt Balance	\$ 10,301,330	\$ 8,993,011	\$ 7,799,828	\$ 6,863,093	\$ 5,926,358
Principal Payment	\$ 1,308,319	\$ 1,193,183	\$ 936,735	\$ 936,735	\$ 919,198
Interest	\$ 256,924	\$ 225,551	\$ 199,158	\$ 176,795	\$ 153,305
Annuity Payment	\$ 1,565,243	\$ 1,418,735	\$ 1,135,894	\$ 1,113,530	\$ 1,072,502
Ending Balance	\$ 8,993,011	\$ 7,799,828	\$ 6,863,093	\$ 5,926,358	\$ 5,007,160

⁸ Loans that contain significant balloon payments upon conclusion are assumed to be refinanced at similar rates.

	6	7	8	9	10
	2032	2033	2034	2035	2036
Opening Debt Balance	\$ 5,007,160	\$ 4,149,435	\$ 3,425,043	\$ 2,724,071	\$ 2,076,520
Principal Payment	\$ 857,725	\$ 724,392	\$ 700,972	\$ 647,551	\$ 594,130
Interest	\$ 130,676	\$ 108,550	\$ 90,304	\$ 72,059	\$ 54,957
Annuity Payment	\$ 988,401	\$ 832,942	\$ 791,276	\$ 719,610	\$ 649,087
Ending Balance	\$ 4,149,435	\$ 3,425,043	\$ 2,724,071	\$ 2,076,520	\$ 1,482,390

	11	12	13	14	15
	2037	2038	2039	2040	2041
Opening Debt Balance	\$ 1,482,390	\$ 888,260	\$ 444,130	-\$ 0	-\$ 0
Principal Payment	\$ 594,130	\$ 444,130	\$ 444,130	\$ -	\$ -
Interest	\$ 38,997	\$ 23,038	\$ 11,519	\$ -	\$ -
Annuity Payment	\$ 633,127	\$ 467,168	\$ 455,649	\$ -	\$ -
Ending Balance	\$ 888,260	\$ 444,130	-\$ 0	-\$ 0	-\$ 0

	16	17	18	19	20
	2042	2043	2044	2045	2046
Opening Debt Balance	-\$ 0	-\$ 0	-\$ 0	-\$ 0	-\$ 0
Principal Payment	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Annuity Payment	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Balance	-\$ 0	-\$ 0	-\$ 0	-\$ 0	-\$ 0

	21	22	23	24	25
	2047	2048	2049	2050	2051
Opening Debt Balance	-\$ 0	-\$ 0	-\$ 0	-\$ 0	-\$ 0
Principal Payment	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Annuity Payment	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Balance	-\$ 0	-\$ 0	-\$ 0	-\$ 0	-\$ 0

	26	27	28	29	30
	2052	2053	2054	2055	2056
Opening Debt Balance	-\$ 0	-\$ 0	-\$ 0	-\$ 0	-\$ 0
Principal Payment	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Annuity Payment	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Balance	-\$ 0	-\$ 0	-\$ 0	-\$ 0	-\$ 0

8.3 New Debentures

In addition to program expenditures and existing debt, operating costs include the principal and interest costs associated with new capital items financed by way of debt, as shown in the table below. All debentures are assumed to be issued for 20-years at an interest rate of 2.122% compounded semi-annually (i.e., 4.290% annual rate⁹). New debt payments (principal and interest) are forecast to grow from **\$0.2 million** in 2027 to **\$17.9 million** in 2056. The amount of debt that a municipality can assume is controlled by legislation. Debt repayments cannot exceed 25% of eligible revenues and debenture obligations cannot exceed 1.5 times eligible revenues. These legislative limits are discussed in detail in *Section 11*.

⁹ At the time of writing, the Alberta Treasury Board and Finance 20-year borrowing rate for Loans to Local Authorities was 4.29%.

Table 8 – Summary of New Debenture Payments and Balances

Year	Principle	Interest	Total	Closing Balance
2027	\$ 103,420	\$ 123,896	\$ 227,316	\$ 2,840,839
2028	\$ 652,743	\$ 823,609	\$ 1,476,352	\$ 18,910,808
2029	\$ 680,746	\$ 795,606	\$ 1,476,352	\$ 18,230,062
2030	\$ 709,950	\$ 766,402	\$ 1,476,352	\$ 17,520,112
2031	\$ 740,407	\$ 735,945	\$ 1,476,352	\$ 16,779,705
2032	\$ 1,536,286	\$ 1,691,637	\$ 3,227,922	\$ 38,694,316
2033	\$ 1,602,192	\$ 1,625,730	\$ 3,227,922	\$ 37,092,124
2034	\$ 1,784,221	\$ 1,703,406	\$ 3,487,627	\$ 38,784,960
2035	\$ 2,024,377	\$ 1,838,296	\$ 3,862,673	\$ 41,781,885
2036	\$ 2,111,222	\$ 1,751,451	\$ 3,862,673	\$ 39,670,663
2037	\$ 2,201,794	\$ 1,660,879	\$ 3,862,673	\$ 37,468,869
2038	\$ 2,296,251	\$ 1,566,422	\$ 3,862,673	\$ 35,172,618
2039	\$ 2,488,681	\$ 1,589,286	\$ 4,077,966	\$ 35,566,387
2040	\$ 3,970,295	\$ 3,259,219	\$ 7,229,514	\$ 73,790,585
2041	\$ 4,140,620	\$ 3,088,894	\$ 7,229,514	\$ 69,649,964
2042	\$ 4,318,253	\$ 2,911,261	\$ 7,229,514	\$ 65,331,712
2043	\$ 4,503,506	\$ 2,726,008	\$ 7,229,514	\$ 60,828,206
2044	\$ 4,914,071	\$ 2,813,704	\$ 7,727,775	\$ 62,585,099
2045	\$ 7,057,513	\$ 5,100,399	\$ 12,157,912	\$ 114,840,475
2046	\$ 7,130,552	\$ 4,800,044	\$ 11,930,596	\$ 107,709,924
2047	\$ 7,436,452	\$ 4,494,144	\$ 11,930,596	\$ 100,273,471
2048	\$ 6,493,185	\$ 4,188,375	\$ 10,681,560	\$ 93,780,286
2049	\$ 6,827,866	\$ 3,982,345	\$ 10,810,212	\$ 88,674,866
2050	\$ 7,120,782	\$ 3,689,430	\$ 10,810,212	\$ 81,554,085
2051	\$ 7,426,263	\$ 3,383,948	\$ 10,810,212	\$ 74,127,821
2052	\$ 5,974,691	\$ 3,083,950	\$ 9,058,641	\$ 68,153,130
2053	\$ 6,231,006	\$ 2,827,636	\$ 9,058,641	\$ 61,922,124
2054	\$ 6,842,372	\$ 3,346,874	\$ 10,189,246	\$ 73,693,909
2055	\$ 6,756,883	\$ 3,057,317	\$ 9,814,200	\$ 66,937,026
2056	\$ 10,566,125	\$ 7,315,480	\$ 17,881,605	\$ 164,381,334

8.4 Transfers to Reserves

The Town indicates that it charges its utility customers using a full cost approach. Accordingly, transfers to utility reserves represent the net utility revenues collected from rate payers beyond cash requirements, transferred to utility reserves, and then used to finance the rehabilitation, maintenance and replacement of utility infrastructure in the future. Transfers to utility reserves are forecast to grow from **\$5.9 million** in 2027 to **\$29.9 million** in 2056. Note, if the Town opts to cap the size of utility reserves in the future, this

will reduce the magnitude of reserve transfers.

8.5 Direct Capital Allocation

The direct capital allocation represents pay-as-you go funding that is used to finance recurring capital program expenditures. The direct capital allocation is forecast to grow from **\$1.5 million** in 2027 to **\$2.0 million** in 2056. A total of **\$50.0 million** in tax levy financing is included from 2027 to 2056, as discussed in *Section 7*.

8.6 Contingency

As described in *Section 4.3*, a **\$45.0 million** contingency is included in this financial impact assessment to absorb any operating, capital, or any other requirements that are unforeseen or arise as a result of changing circumstances.

9 ASSESSMENT

Assessment is grouped into 4 elements: (1) Town assessment base, (2) Town assessment growth, (3) Annexation area assessment base, and (4) Annexation area assessment growth. New assessment in the Town and annexation area (elements (2) and (4) above) stem directly from ISL’s forecast of land development, as described in *Section 5*. In addition, though there is opportunity to take advantage of increases in assessment values, thereby reducing the overall tax impact, this analysis utilizes conservative assumptions—it is assumed market values will increase at just 1.2% per annum.

9.1 Town Assessment Base

For this analysis, details from the Town’s 2025 tax bylaw (2024 assessment) form the base. The total assessment is **\$2.86 billion**, excluding tax exempt properties. Base assessment within the Town’s existing boundaries will increase with market values from **\$2.93 billion** in 2027 to **\$4.15 billion** in 2056. Details regarding assessment changes in each land category are summarized in *Appendix E – Assessment Growth Details*.

Table 9 – Town’s Assessment Base (2025)

Description	Assessment
Residential	\$ 2,353,212,510
Farmland	\$ 134,060
Non-Residential	\$ 416,611,250
Residential (O/C-135/2010)	\$ 19,250,760
Non-Residential (O/C-135/2010)	\$ 5,184,870
Farmland (O/C-135/2010)	\$ 266,460
Machinery & Equipment (O/C-135/2010)	\$ 250,980
DIP/Linear	\$ 69,199,500

9.2 Town Assessment Growth

Assumptions pertaining to residential land growth, commercial land growth, industrial land growth, and institutional land growth underpinning the land requirements and staging outlined in *Section 5* have been applied to the Town’s existing assessment categories to

forecast the assessment growth that will occur within existing Town boundaries. Assessment within the Town’s existing boundaries is forecast to grow from **\$340.1 million** in 2027 to **\$4.65 billion** in 2056. Details regarding assessment changes in each land category are summarized in *Appendix E – Assessment Growth Details*.

9.3 Annexation Area Assessment Base

The total assessment currently in the proposed annexation area is approximately **\$0.7 million**, excluding tax exempt properties, as shown in the table below.¹⁰ The base assessment in the annexation area will grow with market values but will also decrease as lands are developed—assessment decreases from **\$0.7 million** in 2027 to **\$0.5 million** in 2056. Details regarding assessment changes in each land category are summarized in *Appendix E – Assessment Growth Details*.

Table 10 – Annexation Area Assessment Base (2025)

Description	Assessment
Residential	\$ -
Farmland	\$ 34,090
Non-Residential	\$ -
DIP/Linear	\$ 625,880

9.4 Annexation Area Assessment Growth

Once the annexation lands form part of the Town, it is assumed that growth in the annexation area will be similar to growth that occurs elsewhere in the Town. Therefore, growth factors for the proposed annexation area are applied to the Town’s assessment base profile (i.e., X hectares of annexation area growth multiplied by the Town’s assessment base profile). Though the review period commences in 2027, development in the annexation area is not anticipated to commence until 2042—development earlier in the reporting report is occurring primarily within the Town’s current boundaries. As lands are exhausted within the current boundaries, more development occurs in the annexation

¹⁰ Source: Wheatland County.

area and assessment grows accordingly. Therefore, assessment in the annexation area is forecast to grow from **\$0** in 2027 to **\$126.0 million** in 2056. Details regarding assessment changes in each land category are summarized in *Appendix E – Assessment Growth Details*.

9.5 Total Assessment

Bringing together each element of assessment as previously described results in a forecast of assessment growth from **\$3.27 billion** in 2027 to **\$8.93 billion** in 2056, as summarized in the table below.

Table 11 – Summary of Total Assessment

	1	2	3	4	5
	2027	2028	2029	2030	2031
Existing Town	\$ 2,933,261,471	\$ 2,968,460,609	\$ 3,004,082,136	\$ 3,040,131,122	\$ 3,076,612,695
Town Growth	\$ 340,134,038	\$ 548,905,933	\$ 701,752,739	\$ 859,205,113	\$ 1,020,403,154
Existing Annexation Area	\$ 667,890	\$ 675,904	\$ 684,015	\$ 692,223	\$ 700,530
Annexation Area Growth	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 3,274,063,399	\$ 3,518,042,447	\$ 3,706,518,891	\$ 3,900,028,458	\$ 4,097,716,379

	6	7	8	9	10
	2032	2033	2034	2035	2036
Existing Town	\$ 3,113,532,048	\$ 3,150,894,432	\$ 3,188,705,165	\$ 3,226,969,627	\$ 3,265,693,263
Town Growth	\$ 1,185,343,513	\$ 1,353,667,778	\$ 1,525,931,669	\$ 1,702,330,434	\$ 1,882,005,065
Existing Annexation Area	\$ 708,936	\$ 717,444	\$ 726,053	\$ 734,766	\$ 743,583
Annexation Area Growth	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 4,299,584,497	\$ 4,505,279,654	\$ 4,715,362,887	\$ 4,930,034,827	\$ 5,148,441,911

	11	12	13	14	15
	2037	2038	2039	2040	2041
Existing Town	\$ 3,304,881,582	\$ 3,344,540,161	\$ 3,384,674,643	\$ 3,425,290,739	\$ 3,466,394,228
Town Growth	\$ 2,065,371,587	\$ 2,251,997,109	\$ 2,444,234,050	\$ 2,642,158,532	\$ 2,847,255,475
Existing Annexation Area	\$ 752,506	\$ 761,536	\$ 770,674	\$ 779,922	\$ 789,281
Annexation Area Growth	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 5,371,005,675	\$ 5,597,298,806	\$ 5,829,679,367	\$ 6,068,229,193	\$ 6,314,438,984

	16	17	18	19	20
	2042	2043	2044	2045	2046
Existing Town	\$ 3,507,990,958	\$ 3,550,086,850	\$ 3,592,687,892	\$ 3,635,800,147	\$ 3,679,429,748
Town Growth	\$ 2,956,404,234	\$ 3,052,429,043	\$ 3,151,115,778	\$ 3,253,244,265	\$ 3,358,492,798
Existing Annexation Area	\$ 764,260	\$ 746,398	\$ 728,239	\$ 709,510	\$ 690,430
Annexation Area Growth	\$ 8,175,099	\$ 14,969,322	\$ 22,108,750	\$ 29,686,925	\$ 37,673,924
Total	\$ 6,473,334,551	\$ 6,618,231,613	\$ 6,766,640,659	\$ 6,919,440,846	\$ 7,076,286,900

	21	22	23	24	25
	2047	2048	2049	2050	2051
Existing Town	\$ 3,723,582,905	\$ 3,768,265,900	\$ 3,813,485,091	\$ 3,859,246,912	\$ 3,905,557,875
Town Growth	\$ 3,468,274,863	\$ 3,580,067,401	\$ 3,691,692,729	\$ 3,806,945,311	\$ 3,926,665,786
Existing Annexation Area	\$ 673,545	\$ 650,948	\$ 615,661	\$ 580,579	\$ 547,063
Annexation Area Growth	\$ 45,364,668	\$ 55,062,010	\$ 69,186,614	\$ 84,213,127	\$ 99,745,952
Total	\$ 7,237,895,981	\$ 7,404,046,260	\$ 7,574,980,094	\$ 7,750,985,930	\$ 7,932,516,676

	26	27	28	29	30
	2052	2053	2054	2055	2056
Existing Town	\$ 3,952,424,570	\$ 3,999,853,665	\$ 4,047,851,908	\$ 4,096,426,131	\$ 4,145,583,245
Town Growth	\$ 4,062,085,472	\$ 4,202,489,309	\$ 4,347,825,994	\$ 4,498,492,608	\$ 4,654,645,874
Existing Annexation Area	\$ 544,088	\$ 540,917	\$ 537,572	\$ 534,031	\$ 530,296
Annexation Area Growth	\$ 104,617,995	\$ 109,676,136	\$ 114,917,200	\$ 120,356,537	\$ 125,999,481
Total	\$ 8,119,672,126	\$ 8,312,560,027	\$ 8,511,132,675	\$ 8,715,809,307	\$ 8,926,758,897

10 IMPACT ON TOWN: TAX LEVY

10.1 Tax Requirements

Tax requirements are comprised of the following items:

- Net Cost of Operations: Non-program revenues plus program revenues, less program expenditures, less existing debenture payments, less new debenture payments, less reserve transfers, less direct capital allocations (pay-as-you-go), and less contingencies.
- Requisitions: The relationship of the school and Wheatland Housing requisitions to the Town’s existing municipal tax requirement in 2025 are held constant throughout the 30-year review period (the school requisition is 43.4% of the municipal tax requirement and the Wheatland Housing requisition is 0.3% of the municipal tax requirement). Note, these requisitions do not alter the analysis of municipal tax impacts. They are shown only for completeness and transparency.

Total tax requirements for the Town are outlined in the table below. The tax requirement is anticipated to grow from **\$29.8 million** in 2027 to **\$118.6 million** in 2056.

Table 12 – Tax Requirements

	1	2	3	4	5
	2027	2028	2029	2030	2031
Program and Non-program Revenue	\$ 24,391,702	\$ 27,122,440	\$ 29,939,033	\$ 32,206,256	\$ 34,567,660
Total Revenues	\$ 24,391,702	\$ 27,122,440	\$ 29,939,033	\$ 32,206,256	\$ 34,567,660
Program Expenditures	\$ 35,876,492	\$ 39,003,672	\$ 42,227,231	\$ 44,901,791	\$ 47,654,007
Existing Debentures	\$ 1,565,243	\$ 1,418,735	\$ 1,135,894	\$ 1,113,530	\$ 1,072,502
New Debentures	\$ 227,316	\$ 1,476,352	\$ 1,476,352	\$ 1,476,352	\$ 1,476,352
Transfers To Reserves	\$ 5,938,443	\$ 6,824,871	\$ 7,837,643	\$ 8,430,221	\$ 9,143,082
Direct Capital Allocation	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Contingency	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Total Expenditures	\$ 45,107,495	\$ 50,223,630	\$ 55,177,119	\$ 58,421,894	\$ 61,845,943
Net Costs	\$ 20,715,793	\$ 23,101,190	\$ 25,238,086	\$ 26,215,638	\$ 27,278,283
School Requisitions	\$ 8,989,866	\$ 10,025,037	\$ 10,952,369	\$ 11,376,589	\$ 11,837,736
Wheatland Housing Mgt Board	\$ 69,059	\$ 77,011	\$ 84,135	\$ 87,394	\$ 90,936
Total Tax Levy Requirement	\$ 29,774,718	\$ 33,203,239	\$ 36,274,590	\$ 37,679,621	\$ 39,206,956

	6	7	8	9	10
	2032	2033	2034	2035	2036
Program and Non-program Revenue	\$ 37,015,948	\$ 39,553,002	\$ 42,176,791	\$ 44,895,435	\$ 47,713,232
Total Revenues	\$ 37,015,948	\$ 39,553,002	\$ 42,176,791	\$ 44,895,435	\$ 47,713,232
Program Expenditures	\$ 50,504,080	\$ 53,454,139	\$ 56,502,163	\$ 59,656,905	\$ 62,923,061
Existing Debentures	\$ 988,401	\$ 832,942	\$ 791,276	\$ 719,610	\$ 649,087
New Debentures	\$ 3,227,922	\$ 3,227,922	\$ 3,487,627	\$ 3,862,673	\$ 3,862,673
Transfers To Reserves	\$ 9,883,084	\$ 10,588,103	\$ 11,340,495	\$ 12,144,811	\$ 12,975,457
Direct Capital Allocation	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Contingency	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Total Expenditures	\$ 67,603,487	\$ 71,103,106	\$ 75,121,562	\$ 79,383,999	\$ 83,410,278
Net Costs	\$ 30,587,539	\$ 31,550,105	\$ 32,944,771	\$ 34,488,563	\$ 35,697,046
School Requisitions	\$ 13,273,828	\$ 13,691,544	\$ 14,296,777	\$ 14,966,724	\$ 15,491,159
Wheatland Housing Mgt Board	\$ 101,968	\$ 105,177	\$ 109,826	\$ 114,973	\$ 119,002
Total Tax Levy Requirement	\$ 43,963,335	\$ 45,346,826	\$ 47,351,375	\$ 49,570,259	\$ 51,307,206

	11	12	13	14	15
	2037	2038	2039	2040	2041
Program and Non-program Revenue	\$ 50,622,596	\$ 53,630,277	\$ 56,733,414	\$ 59,961,446	\$ 63,318,075
Total Revenues	\$ 50,622,596	\$ 53,630,277	\$ 56,733,414	\$ 59,961,446	\$ 63,318,075
Program Expenditures	\$ 66,292,729	\$ 69,773,215	\$ 73,361,635	\$ 77,089,373	\$ 80,960,516
Existing Debentures	\$ 633,127	\$ 467,168	\$ 455,649	\$ -	\$ -
New Debentures	\$ 3,862,673	\$ 3,862,673	\$ 4,077,966	\$ 7,229,514	\$ 7,229,514
Transfers To Reserves	\$ 13,781,191	\$ 14,614,078	\$ 15,473,326	\$ 16,455,305	\$ 17,382,292
Direct Capital Allocation	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Contingency	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Total Expenditures	\$ 87,569,722	\$ 91,717,135	\$ 96,368,576	\$ 103,774,192	\$ 108,572,321
Net Costs	\$ 36,947,125	\$ 38,086,858	\$ 39,635,162	\$ 43,812,746	\$ 45,254,247
School Requisitions	\$ 16,033,646	\$ 16,528,246	\$ 17,200,152	\$ 19,013,064	\$ 19,638,621
Wheatland Housing Mgt Board	\$ 123,169	\$ 126,968	\$ 132,130	\$ 146,056	\$ 150,862
Total Tax Levy Requirement	\$ 53,103,940	\$ 54,742,072	\$ 56,967,443	\$ 62,971,867	\$ 65,043,729

	16	17	18	19	20
	2042	2043	2044	2045	2046
Program and Non-program Revenue	\$ 66,823,742	\$ 69,351,072	\$ 71,753,157	\$ 74,238,138	\$ 76,818,508
Total Revenues	\$ 66,823,742	\$ 69,351,072	\$ 71,753,157	\$ 74,238,138	\$ 76,818,508
Program Expenditures	\$ 84,996,911	\$ 88,002,609	\$ 90,882,884	\$ 96,210,935	\$ 99,349,901
Existing Debentures	\$ -	\$ -	\$ -	\$ -	\$ -
New Debentures	\$ 7,229,514	\$ 7,229,514	\$ 7,727,775	\$ 12,157,912	\$ 11,930,596
Transfers To Reserves	\$ 18,350,437	\$ 19,048,399	\$ 19,711,774	\$ 20,398,040	\$ 21,110,651
Direct Capital Allocation	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
Contingency	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Total Expenditures	\$ 113,826,863	\$ 117,530,522	\$ 121,572,433	\$ 132,016,888	\$ 135,641,148
Net Costs	\$ 47,003,121	\$ 48,179,451	\$ 49,819,275	\$ 57,778,750	\$ 58,822,640
School Requisitions	\$ 20,397,565	\$ 20,908,048	\$ 21,619,669	\$ 25,073,778	\$ 25,526,787
Wheatland Housing Mgt Board	\$ 156,692	\$ 160,613	\$ 166,080	\$ 192,614	\$ 196,094
Total Tax Levy Requirement	\$ 67,557,378	\$ 69,248,112	\$ 71,605,025	\$ 83,045,142	\$ 84,545,520

	21	22	23	24	25
	2047	2048	2049	2050	2051
Program and Non-program Revenue	\$ 79,492,121	\$ 82,269,842	\$ 85,151,300	\$ 88,141,897	\$ 91,247,518
Total Revenues	\$ 79,492,121	\$ 82,269,842	\$ 85,151,300	\$ 88,141,897	\$ 91,247,518
Program Expenditures	\$ 102,597,024	\$ 105,964,044	\$ 109,450,785	\$ 113,063,199	\$ 116,807,759
Existing Debentures	\$ -	\$ -	\$ -	\$ -	\$ -
New Debentures	\$ 11,930,596	\$ 10,681,560	\$ 10,810,212	\$ 10,810,212	\$ 10,810,212
Transfers To Reserves	\$ 21,849,011	\$ 22,616,123	\$ 23,411,883	\$ 24,237,784	\$ 25,095,451
Direct Capital Allocation	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
Contingency	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 2,000,000
Total Expenditures	\$ 139,626,631	\$ 142,511,728	\$ 146,922,880	\$ 151,361,195	\$ 156,463,422
Net Costs	\$ 60,134,510	\$ 60,241,886	\$ 61,771,580	\$ 63,219,298	\$ 65,215,904
School Requisitions	\$ 26,096,088	\$ 26,142,685	\$ 26,806,514	\$ 27,434,769	\$ 28,301,220
Wheatland Housing Mgt Board	\$ 200,467	\$ 200,825	\$ 205,925	\$ 210,751	\$ 217,407
Total Tax Levy Requirement	\$ 86,431,066	\$ 86,585,396	\$ 88,784,019	\$ 90,864,818	\$ 93,734,530

	26	27	28	29	30
	2052	2053	2054	2055	2056
Program and Non-program Revenue	\$ 94,476,460	\$ 97,832,368	\$ 101,319,850	\$ 104,941,196	\$ 108,704,878
Total Revenues	\$ 94,476,460	\$ 97,832,368	\$ 101,319,850	\$ 104,941,196	\$ 108,704,878
Program Expenditures	\$ 120,693,499	\$ 124,724,526	\$ 128,905,970	\$ 133,240,509	\$ 138,951,605
Existing Debentures	\$ -	\$ -	\$ -	\$ -	\$ -
New Debentures	\$ 9,058,641	\$ 9,058,641	\$ 10,189,246	\$ 9,814,200	\$ 17,881,605
Transfers To Reserves	\$ 25,987,174	\$ 26,913,962	\$ 27,877,085	\$ 28,877,177	\$ 29,916,578
Direct Capital Allocation	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Contingency	\$ 2,000,000	\$ 2,000,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000
Total Expenditures	\$ 159,739,315	\$ 164,697,129	\$ 171,472,301	\$ 176,431,887	\$ 191,249,787
Net Costs	\$ 65,262,855	\$ 66,864,761	\$ 70,152,450	\$ 71,490,691	\$ 82,544,909
School Requisitions	\$ 28,321,595	\$ 29,016,761	\$ 30,443,493	\$ 31,024,238	\$ 35,821,349
Wheatland Housing Mgt Board	\$ 217,564	\$ 222,904	\$ 233,864	\$ 238,325	\$ 275,176
Total Tax Levy Requirement	\$ 93,802,014	\$ 96,104,425	\$ 100,829,807	\$ 102,753,254	\$ 118,641,434

10.2 Existing Tax Rates

The 2025 tax rates for the Town and County underpin the start point of this analysis as outlined in the tables below.

Table 13 – Town 2025 Tax Rates¹¹

Town Millrate Category	
Residential	8.0930
Farmland	8.0930
Non-Residential	12.0620
Residential (O/C-135/2010)	5.3110
Non-Residential (O/C-135/2010)	11.1597
Farmland (O/C-135/2010)	16.4655
Machinery & Equipment (O/C-135/2010)	7.5433
DIP/Linear	8.4431

¹¹ Town tax rates include the general municipal millrates, plus school millrates, plus Wheatland Housing millrates, plus DIP millrates where applicable.

Table 14 – County 2025 Tax Rates¹²

County Millrate Category	
Residential	5.3092
Farmland	16.4637
Non-Residential	11.1579
DIP/Linear	7.5233

10.3 Tax Levy Impact

Town tax rates post-annexation are anticipated to increase as follows¹³:

- 2027 to 2029: **2.05%** per year
- 2030 to 2032: **1.70%** per year
- 2033 to 2035: **0.35%** per year
- 2036 to 2038: **0.10%** per year
- 2039 to 2041: **0.75%** per year
- 2042 to 2044: **1.70%** per year
- 2045 to 2047: **2.80%** per year
- 2048 to 2050: **0.10%** per year
- 2051 to 2053: **0.10%** per year
- 2054 to 2056: **0.50%** per year

Forecast tax increases over the 30-year review period range from a low of 0.10% to a high of 2.80%, with an average of **1.01% per year**. In our view, these tax increases are reasonable and sustainable, particularly given the conservative assumptions built into this analysis (such as contingencies).

Table 15 – Projected Tax Impact over 30-year Review Period

	1	2	3	4	5
	2027	2028	2029	2030	2031
Mill Rates					
Residential	8.465	8.639	8.816	8.966	9.118
Non-residential	12.617	12.876	13.140	13.363	13.590
% Increase	2.05%	2.05%	2.05%	1.70%	1.70%

¹² County tax rates include the general municipal millrates, plus school millrates, plus Wheatland Housing millrates, plus DIP millrates where applicable. County tax rates are assumed to increase 3% per annum.

¹³ Rates have been determined over 3-year blocks for ease of reporting. Accumulated tax surpluses (i.e., rate stabilization funds) have been applied to future shortfalls (if any).

	6	7	8	9	10
	2032	2033	2034	2035	2036
Mill Rates					
Residential	9.273	9.306	9.338	9.371	9.380
Non-residential	13.821	13.870	13.918	13.967	13.981
% Increase	1.70%	0.35%	0.35%	0.35%	0.10%

	11	12	13	14	15
	2037	2038	2039	2040	2041
Mill Rates					
Residential	9.390	9.399	9.470	9.541	9.612
Non-residential	13.995	14.009	14.114	14.220	14.326
% Increase	0.10%	0.10%	0.75%	0.75%	0.75%

	16	17	18	19	20
	2042	2043	2044	2045	2046
Mill Rates					
Residential	9.776	9.942	10.111	10.394	10.685
Non-residential	14.570	14.818	15.069	15.491	15.925
% Increase	1.70%	1.70%	1.70%	2.80%	2.80%

	21	22	23	24	25
	2047	2048	2049	2050	2051
Mill Rates					
Residential	10.984	10.995	11.006	11.017	11.028
Non-residential	16.371	16.387	16.404	16.420	16.437
% Increase	2.80%	0.10%	0.10%	0.10%	0.10%

	26	27	28	29	30
	2052	2053	2054	2055	2056
Mill Rates					
Residential	11.039	11.050	11.105	11.161	11.217
Non-residential	16.453	16.470	16.552	16.635	16.718
% Increase	0.10%	0.10%	0.50%	0.50%	0.50%

This forecast of financial impact assumes annexation area landowners will receive the lower of the County or Town tax rates throughout the review period as described in *Section 13.1*. By way of contingency, this forecast also includes any mitigation impacts that might result from negotiations with the County (at the time of writing, negotiations between the Town and County were ongoing).

11 IMPACT ON TOWN: BORROWING CAPACITY

Section 252 of the Municipal Government Act and Alberta Regulation No. 255/2000 set out the debt limit rules for municipalities (see *Appendix F – Debt Limit Legislation*).¹⁴ The table below outlines the impact of annexation on the Town’s debt limit and debt servicing limit as established by legislation and regulation. The debt limit is anticipated to peak at approximately **60%** (of the allowable maximum) in 2045 and 2056 with an overall average of **36%** during the 30-year review period. The debt servicing limit is anticipated to peak at approximately **39%** (of the allowable maximum) in 2056 with an overall average of **25%** during the 30-year review period. The debt and debt service impacts remain within allowable limits during the 30-year review period.

¹⁴ Some municipalities also adopt other debt covenants as a matter of policy (as they do in Strathmore). However, it has been our experience that municipal policies often change from Council to Council depending on priorities. For FIA’s, the debt covenants outlined in the MGA are most often used as guideposts because they cannot be changed arbitrarily by municipalities and, therefore, enable a longer term and more rigorous comparison.

Table 16 – Debt Limit and Debt Servicing Limit

Description	1 2027	2 2028	3 2029	4 2030	5 2031
Taxes (Not Incl Requisitions)	\$ 20,112,611	\$ 22,091,504	\$ 23,778,881	\$ 25,473,516	\$ 27,248,607
Program and Non-Program Revenues	\$ 24,391,702	\$ 27,122,440	\$ 29,939,033	\$ 32,206,256	\$ 34,567,660
Total Revenue	\$ 44,504,313	\$ 49,213,944	\$ 53,717,914	\$ 57,679,772	\$ 61,816,267
Less:					
Federal Grants in Lieu	\$ 14,742	\$ 15,081	\$ 15,428	\$ 15,782	\$ 16,145
Provincial Grants in Lieu	\$ 9,306	\$ 9,520	\$ 9,739	\$ 9,963	\$ 10,192
Eligible Revenue	\$ 44,480,265	\$ 49,189,343	\$ 53,692,748	\$ 57,654,026	\$ 61,789,930
Debt Limit @ 1.5 x Eligible Revenue	\$ 66,720,397	\$ 73,784,015	\$ 80,539,122	\$ 86,481,039	\$ 92,684,895
Debt Service Limit @ .25 x Eligible Revenue	\$ 11,120,066	\$ 12,297,336	\$ 13,423,187	\$ 14,413,507	\$ 15,447,482
	2027	2028	2029	2030	2031
Outstanding Existing Debt	\$ 8,993,011	\$ 7,799,828	\$ 6,863,093	\$ 5,926,358	\$ 5,007,160
Outstanding New Debt	\$ 2,840,839	\$ 18,910,808	\$ 18,230,062	\$ 17,520,112	\$ 16,779,705
Total Outstanding Debt	\$ 11,833,850	\$ 26,710,636	\$ 25,093,155	\$ 23,446,470	\$ 21,786,865
% of Debt Limit	17.74%	36.20%	31.16%	27.11%	23.51%
Debt Service on Existing Debt	\$ 1,565,243	\$ 1,418,735	\$ 1,135,894	\$ 1,113,530	\$ 1,072,502
Debt Service on New Debt	\$ 227,316	\$ 1,476,352	\$ 1,476,352	\$ 1,476,352	\$ 1,476,352
Total Debt Servicing	\$ 1,792,560	\$ 2,895,087	\$ 2,612,246	\$ 2,589,883	\$ 2,548,855
% of Debt Service Limit	16.12%	23.54%	19.46%	17.97%	16.50%

12 IMPACT ON COUNTY

12.1 Methodology and Scope

Introduction

In the case of annexation, land ownership is not changing, but rather merely changing jurisdiction of governance and, therefore, financial compensation from one municipality to another should only occur in circumstances where the municipality suffers a financial impact. It is also important to note that financial compensation (stemming from impact) can flow to either the municipality whose lands are being annexed (the “responding municipality”) or the municipality doing the annexing (the “initiating municipality”), depending on circumstances. For example, in situations where there is benefit to the responding municipality, compensation to the initiating municipality may be warranted. Or, in situations where no financial damage is suffered by either municipality, no financial compensation is required to either municipality.

Financial Impact Defined

The net financial impact on the responding municipality whose lands are being annexed is determined by summing: (1) Annual Financial Impacts, and (2) One-time Financial Impacts, with each determined as follows:

(1) Annual Financial Impacts = Current Taxes lost + Other Current Revenues Lost – Current Expenses Shed.

(2) One-time Financial Impacts = Current Stranded Assets – Current Stranded Liabilities +/- Other Considerations

Financial Compensation Defined

Financial compensation is determined as follows:

$$\text{Total Financial Compensation} = (\text{Annual Financial Impacts} \times \text{Graduated Compensation Period}) \pm \text{One-time Financial Impacts}$$

12.2 Compensation Agreement

For the purposes of considering the financial impact of the annexation, the Town and the County have engaged in discussions which have resulted in the Town and the County agreeing to the amount of compensation payable by the Town to the County. The Town has agreed to pay the County the lump sum of **\$15,500** on or before December 31 in the calendar year of the effective date of the annexation as full compensation to the County for the annexation of the annexation lands.

This compensation amount is not a windfall for the County. Rather, it compensates the County for annual and one-time financial impacts as defined in *Section 12.1* above.

As it pertains to impact on the Town, this compensation amount is accounted for in the financial forecasts and results reflected herein by way of the **\$45.0 million** contingency built into the analysis.

13 IMPACT ON ANNEXATION AREA LANDOWNERS

13.1 Tax Impacts

Should the Town proceed with annexation, it is intending to request that in the absence of a triggering event annexation area properties for the 30-year period (2027-2056): (a) be taxed at the lower of County or Town tax rates, and (b) have their tax status “grandfathered” (e.g., properties with exempt tax status in the annexation lands will continue to hold exempt tax status in the Town). This approach has been widely used in other jurisdictions and accepted by the LPRT. Accordingly, from a tax perspective (on the assumption that the Town’s request is accepted by the LPRT), annexation area landowners will not be impacted by annexation.

13.2 Tax Mitigation Costs to Town

As highlighted in *Sections 6 and 8*, a contingency of **\$45.0 million** has been established over the review period. In addition to financing unforeseen capital or operating impacts, this contingency also serves to absorb the impact on the Town (if any) of tax mitigation for annexation area landowners, should the County’s tax increases drop below 3% over the 30-year review period.

The cost of mitigation for the Town over the 30-year review period depends on the County’s and Town’s average annual tax increase as follows:

- 1) The cost of the mitigation strategy to the Town is approximately **\$2,700** if the County’s annual tax increases are 3%. This mitigation cost is built into the overall financial impact assessment as presented.
- 2) The cost of the mitigation strategy to the Town is approximately **\$6,100** if the County’s annual tax increases are 2%. The additional mitigation cost of approximately **\$3,400** (\$6,100 - \$2,700) is included in the overall financial impact assessment by way of contingency.
- 3) The cost of the mitigation strategy to the Town is approximately **\$29,000** if the

County's annual tax increases are 1%. The additional mitigation cost of approximately **\$26,300** (\$29,000 - \$2,700) is included in the overall financial impact assessment by way of contingency.

Table 22 – Tax Mitigation Impact on Town

Incremental Impact of Tax Relief (Assuming County Annual Tax Increase is 3%)	2031	2036	2041	2046	2051	2056
	5 Years	10 Years	15 Years	20 Years	25 Years	30 Years
Cumulative Taxes at Town Rates	\$ 31,353	\$ 66,635	\$ 104,684	\$ 143,208	\$ 178,355	\$ 209,442
Cumulative Taxes at Lower of County or Town	\$ 29,067	\$ 63,944	\$ 101,993	\$ 140,518	\$ 175,664	\$ 206,751
Cumulative Incremental Impact of Tax Relief	-\$2,286	-\$2,691	-\$2,691	-\$2,691	-\$2,691	-\$2,691

Incremental Impact of Tax Relief (Assuming County Annual Tax Increase is 2%)	2031	2036	2041	2046	2051	2056
	5 Years	10 Years	15 Years	20 Years	25 Years	30 Years
Cumulative Taxes at Town Rates	\$ 31,353	\$ 66,635	\$ 104,684	\$ 143,208	\$ 178,355	\$ 209,442
Cumulative Taxes at Lower of County or Town	\$ 27,995	\$ 60,731	\$ 98,545	\$ 137,070	\$ 172,216	\$ 203,303
Cumulative Incremental Impact of Tax Relief	-\$3,358	-\$5,904	-\$6,139	-\$6,139	-\$6,139	-\$6,139

Incremental Impact of Tax Relief (Assuming County Annual Tax Increase is 1%)	2031	2036	2041	2046	2051	2056
	5 Years	10 Years	15 Years	20 Years	25 Years	30 Years
Cumulative Taxes at Town Rates	\$ 31,353	\$ 66,635	\$ 104,684	\$ 143,208	\$ 178,355	\$ 209,442
Cumulative Taxes at Lower of County or Town	\$ 26,960	\$ 57,051	\$ 90,556	\$ 123,820	\$ 153,329	\$ 180,454
Cumulative Incremental Impact of Tax Relief	-\$4,393	-\$9,583	-\$14,127	-\$19,388	-\$25,025	-\$28,988

14 CONCLUSION

The proposed annexation is financially sustainable for the Town of Strathmore. As demonstrated in *Section 10.3*, Forecast tax increases over the 30-year review period range from a low of 0.10% to a high of 2.80%, with an average of **1.01% per year**.

As outlined in *Section 11*, The debt limit is anticipated to peak at approximately 60% (of the allowable maximum) in 2045 and 2056 with an overall average of **36%** during the 30-year review period. The debt servicing limit is anticipated to peak at approximately 39% (of the allowable maximum) in 2056 with an overall average of **25%** during the 30-year review period. The debt and debt service impacts remain within allowable limits during the 30-year review period.

As highlighted in *Section 12*, the Town and County have agreed on a lump sum payment of **\$15,500** as full compensation to the County for the annexation of the annexation lands. This compensation amount is accounted for in the financial forecasts and results reflected herein by way of the **\$45.0 million** contingency built into the analysis.

As highlighted in *Section 13*, annexation area landowners are not impacted by the proposed annexation, assuming the request by the Town of Strathmore is granted—namely that, in the absence of a triggering event annexation area properties be taxed at the lower of County or Town tax rates and have their tax status “grandfathered”, for the 30-year annexation timeframe.

As highlighted in *Section 13*, the impact of tax mitigation for annexation area landowners on the Town is **\$2,700** over the 30-year review period.

APPENDIX A – POPULATION GROWTH¹⁵

Year	Growth %	Opening	Growth	Town Closing	Total Closing
2025	3.09%	16,189	500	16,689	16,689
2026	3.00%	16,689	500	17,189	17,189
2027	8.70%	17,189	1,495	18,684	18,684
2028	7.90%	18,684	1,477	20,160	20,160
2029	5.15%	20,160	1,039	21,199	21,199
2030	4.92%	21,199	1,043	22,242	22,242
2031	4.68%	22,242	1,040	23,282	23,282
2032	4.45%	23,282	1,036	24,318	24,318
2033	4.24%	24,318	1,030	25,349	25,349
2034	4.05%	25,349	1,027	26,376	26,376
2035	3.89%	26,376	1,025	27,401	27,401
2036	3.71%	27,401	1,017	28,418	28,418
2037	3.56%	28,418	1,012	29,430	29,430
2038	3.41%	29,430	1,003	30,433	30,433
2039	3.31%	30,433	1,008	31,441	31,441
2040	3.22%	31,441	1,014	32,455	32,455
2041	3.16%	32,455	1,027	33,481	33,481
2042	1.45%	33,481	485	33,967	33,967
2043	1.14%	33,967	386	34,353	34,353
2044	1.14%	34,353	391	34,744	34,744
2045	1.15%	34,744	399	35,143	35,143
2046	1.15%	35,143	406	35,548	35,548
2047	1.17%	35,548	415	35,963	35,963
2048	1.18%	35,963	423	36,386	36,386
2049	1.18%	36,386	431	36,817	36,817
2050	1.20%	36,817	440	37,258	37,258
2051	1.21%	37,258	451	37,709	37,709
2052	1.22%	37,709	462	38,170	38,170
2053	1.24%	38,170	472	38,642	38,642
2054	1.25%	38,642	481	39,123	39,123
2055	1.26%	39,123	492	39,615	39,615
2056	1.27%	39,615	503	40,118	40,118

¹⁵ Source: ISL Engineering and Land Systems.

APPENDIX B - CAPITAL PLAN DETAILS

A description of each element of the capital plan is provided below, including project description, year of construction, cost in current dollars, and cost in future dollars. Though the review period of this financial impact analysis stems from 2027 to 2056, the capital requirements (and associated financing impacts) for 2025 and 2026 have also been considered, as shown in the list of capital projects below.

Addition Description	Year	Quantity	Current Cost	Future Cost
4221 - ERP Replacement and Process Optimization	2025	1	\$ 150,000	\$ 150,000
4231 - IT - CPS - Fire Department Internet Upgrade	2025	1	\$ 21,000	\$ 21,000
4225 - IT - IODS - GIS Server Upgrade	2025	1	\$ 323,000	\$ 323,000
5263 - IODS - Public Works Bulk Water Station Payment Terminal Replacem	2025	1	\$ 50,000	\$ 50,000
5257 - IT - IT Restoration, Consolidation, and Cost Efficiency Roadmap - 10	2025	1	\$ 64,000	\$ 64,000
3052 - Engine 2 Replacement Fire Truck	2025	1	\$ 480,000	\$ 480,000
3215 - SCBA Replacement	2025	1	\$ 76,000	\$ 76,000
5279 - Fleet - Portable Column Lifts	2025	1	\$ 78,000	\$ 78,000
5290 - Splash Park Recirculation system	2025	1	\$ 300,000	\$ 300,000
5271 - Aquatic Center Carbon Monoxide Detector System / Capital Project	2025	1	\$ 9,000	\$ 9,000
3132 - 72 - Parks - PK86 Kenworth Single Axel Water truck Replacement -	2025	1	\$ 170,000	\$ 170,000
5256 - Curling Rink - Backflow Prevention Install	2025	1	\$ 14,000	\$ 14,000
5295 - Kinsmen Tree Replacement	2025	1	\$ 50,000	\$ 50,000
3199 - Aquatic Centre - Expansion Tank & Bladder Replacement	2025	1	\$ 30,000	\$ 30,000
5238 - Family Centre Ice Resurfacers Batteries	2025	1	\$ 40,000	\$ 40,000
3207 - Pathway Lifecycle	2025	1	\$ 78,000	\$ 78,000
5302 - Kinsmen Park Christmas Lights	2025	1	\$ 20,000	\$ 20,000
5304 - Site Furniture	2025	1	\$ 25,000	\$ 25,000
EPW 36 RPM Tech 220 Loader Mounted Snow Blower Replacement- 2025	2025	1	\$ 265,000	\$ 265,000
3098 - Roads- PW 22 Sterling 7500 Plow Truck Replacement- 2025	2025	1	\$ 470,000	\$ 470,000
3212 - Road Asset Management Plan (RAMP)	2025	1	\$ 350,000	\$ 350,000
5303 - Sidewalk Improvements	2025	1	\$ 200,000	\$ 200,000
3213 - Capital Projects Engineering	2025	1	\$ 75,000	\$ 75,000
SWMF #13	2025	1	\$ 1,560,000	\$ 1,560,000
SWMF #14	2025	1	\$ 2,030,000	\$ 2,030,000
SWMF #15	2025	1	\$ 2,950,000	\$ 2,950,000
SWMF #16	2025	1	\$ 3,030,000	\$ 3,030,000
SWMF #17	2025	1	\$ 1,860,000	\$ 1,860,000
SWMF #19	2025	1	\$ 4,670,000	\$ 4,670,000
SWMF #13 Outfall	2025	1	\$ 1,830,000	\$ 1,830,000
SWMF #14 Outfall	2025	1	\$ 130,000	\$ 130,000
SWMF #15 Outfall	2025	1	\$ 110,000	\$ 110,000
SWMF #16 Outfall	2025	1	\$ 1,790,000	\$ 1,790,000
SWMF #17 Outfall	2025	1	\$ 110,000	\$ 110,000
SWMF #19 Outfall	2025	1	\$ 300,000	\$ 300,000
West Trunk.1	2025	1	\$ -	\$ -
West Trunk.2	2025	1	\$ 410,000	\$ 410,000
West Trunk.5	2025	1	\$ 390,000	\$ 390,000
East Trunk.1	2025	1	\$ 4,550,000	\$ 4,550,000
East Trunk.2	2025	1	\$ 2,130,000	\$ 2,130,000
East Trunk.3	2025	1	\$ 1,350,000	\$ 1,350,000
South Trunk.1	2025	1	\$ 3,890,000	\$ 3,890,000
South Trunk.2	2025	1	\$ 470,000	\$ 470,000
South Trunk.3	2025	1	\$ 1,360,000	\$ 1,360,000
3210 - 42.1 - WWTP PLC/SCADA Upgrades	2025	1	\$ 87,000	\$ 87,000
3210 - 42.1 - WWTP PLC/SCADA Upgrades	2025	1	\$ 38,000	\$ 38,000
3202 - 42.1 - WWTP General Plant Upgrades	2025	1	\$ 60,000	\$ 60,000
3209 - 42.1 - Distribution & Collection Out-of-scope Maintenance	2025	1	\$ 75,000	\$ 75,000
3150 - 42.1 - WWTP UV System	2025	1	\$ 385,000	\$ 385,000

Lakewood Lift Station Upgrade	2025	1	\$ 6,720,000	\$ 6,720,000
Proposed Lift Station K	2025	1	\$ 5,590,000	\$ 5,590,000
Forcemain Lakewood	2025	1	\$ 1,720,000	\$ 1,720,000
Forcemain K	2025	1	\$ 1,360,000	\$ 1,360,000
Trunk Central.1	2025	1	\$ 3,160,000	\$ 3,160,000
Trunk Central.2	2025	1	\$ 1,030,000	\$ 1,030,000
Trunk Central.3	2025	1	\$ 780,000	\$ 780,000
Trunk Central.4	2025	1	\$ 1,500,000	\$ 1,500,000
Trunk Central.5	2025	1	\$ 620,000	\$ 620,000
Trunk Central.6	2025	1	\$ 1,270,000	\$ 1,270,000
Trunk Lakewood.1	2025	1	\$ 1,600,000	\$ 1,600,000
Trunk Orchard.1	2025	1	\$ 1,400,000	\$ 1,400,000
Trunk Orchard.2	2025	1	\$ 2,430,000	\$ 2,430,000
Trunk Orchard.3	2025	1	\$ 1,260,000	\$ 1,260,000
Trunk K.1	2025	1	\$ 1,100,000	\$ 1,100,000
Trunk K.2	2025	1	\$ 1,070,000	\$ 1,070,000
Wildflower Reservoir Pumping Capacity Upgrade	2025	1	\$ 14,280,000	\$ 14,280,000
Brentwood Reservoir Decommissioning	2025	1	\$ 1,000,000	\$ 1,000,000
Centennial.1 Water Main (C.1)	2025	1	\$ 250,000	\$ 250,000
Centennial.2 Water Main (C.2)	2025	1	\$ 780,000	\$ 780,000
Centennial.3 Water Main (C.3)	2025	1	\$ 100,000	\$ 100,000
Centennial.4 Water Main (C.4)	2025	1	\$ 840,000	\$ 840,000
Edgefield.1 Water Main (E.1)	2025	1	\$ 600,000	\$ 600,000
George Freeman.1 Water Main (GF.1)	2025	1	\$ 500,000	\$ 500,000
George Freeman.2 Water Main (GF.2)	2025	1	\$ 850,000	\$ 850,000
Orchards.1 Water Main (O.1)	2025	1	\$ 320,000	\$ 320,000
Orchards.4 Water Main (O.4)	2025	1	\$ 910,000	\$ 910,000
Orchards.5 Water Main (O.5)	2025	1	\$ 1,220,000	\$ 1,220,000
Wildflower.1 Water Main (W.1)	2025	1	\$ 50,000	\$ 50,000
Wildflower.2 Water Main (W.2)	2025	1	\$ 640,000	\$ 640,000
Wildflower.3 Water Main (W.3)	2025	1	\$ 360,000	\$ 360,000
Wildflower.4 Water Main (W.4)	2025	1	\$ 880,000	\$ 880,000
Wildflower.5 Water Main (W.5)	2025	1	\$ 840,000	\$ 840,000
Water System Rehabilitation & Maintenance	2025	1	\$ 407,813	\$ 407,813
4221 - ERP Replacement and Process Optimization	2026	1	\$ 500,000	\$ 511,500
4225 - IT - IODS - GIS Server Upgrade	2026	1	\$ 100,000	\$ 102,300
5257 - IT - IT Restoration, Consolidation, and Cost Efficiency Roadmap - 10	2026	1	\$ 66,000	\$ 67,518
4226 - IT - Town of Strathmore CCTV and Door Access Control Roadmap	2026	1	\$ 85,000	\$ 86,955
4239 - IT - IODS - SMB Rooftop Unit Building Automation	2026	1	\$ 90,000	\$ 92,070
5299 - Wayfinding	2026	1	\$ 25,000	\$ 25,575
5291 - Westlake Shop Upgrades Phase 2	2026	1	\$ 350,000	\$ 358,050
4236 - SMB- Electric Baseboard Heat	2026	1	\$ 12,000	\$ 12,276
5305 - Capital Priority Projects	2026	1	\$ 500,000	\$ 511,500
3052 - Engine 2 Replacement Fire Truck	2026	1	\$ 1,120,000	\$ 1,145,760
3051 - Bush Buggy Replacement Fire Truck	2026	1	\$ 150,000	\$ 153,450
3053 - Squad Fire Truck Replacement	2026	1	\$ 120,000	\$ 122,760
5287 - Sea Can for stolen items	2026	1	\$ 7,000	\$ 7,161
3207 - Pathway Lifecycle	2026	1	\$ 82,000	\$ 83,886
5302 - Kinsmen Park Christmas Lights	2026	1	\$ 20,000	\$ 20,460
5304 - Site Furniture	2026	1	\$ 25,000	\$ 25,575
4233 - Snow Boss - stand on plow	2026	1	\$ 35,000	\$ 35,805
3198 - Aquatic Center Lap Pool Circ Pump	2026	1	\$ 26,000	\$ 26,598
3137 - 72 - Parks - EPK 77 - Kubota UTV - Replacement - 2025	2026	1	\$ 60,000	\$ 61,380
5237 - Family Centre Rooftop Unit	2026	1	\$ 115,000	\$ 117,645
5254 - Family Centre Roofing Project - Phase 3	2026	1	\$ 455,000	\$ 465,465
5241 - Family Centre Dehumidifier	2026	1	\$ 42,500	\$ 43,478
3133 - 72 - Parks - PK88 Ford F-150 Replacement - 2025	2026	1	\$ 84,000	\$ 85,932
3145 - 72 - Parks - Add new 1 ton with dump box - 2025	2026	1	\$ 130,000	\$ 132,990
5272 - Aquatic Center Mechanical Room Repairs / Capital Project	2026	1	\$ 30,000	\$ 30,690
5283 - Maplewood Drive Boulevard Landscaping	2026	1	\$ 475,000	\$ 485,925
4217 - Sounds System Sports Centre	2026	1	\$ 40,000	\$ 40,920
5293 - SMB Improvements	2026	1	\$ 93,000	\$ 95,139
5240 - Family Centre Makeup Air Unit	2026	1	\$ 40,000	\$ 40,920
3067 - Family Centre - Ice Plant Control Integration	2026	1	\$ 10,000	\$ 10,230

3073 - Sports Centre Batting Cage	2026	1	\$	30,000	\$	30,690
3074 - Sports Centre Sport Field Divider	2026	1	\$	33,000	\$	33,759
3088 - Sports Centre -Turf Replacement	2026	1	\$	275,000	\$	281,325
3146 - Sport Centre - Fitness Facility	2026	1	\$	179,000	\$	183,117
3166 - 72 - Parks - Playground replacement - Terry Ray Clark Park	2026	1	\$	90,000	\$	92,070
3178 - Aquatic Center Audio System / Capital	2026	1	\$	23,000	\$	23,529
3179 - Aquatic Center Waterslide Stairs / Capital	2026	1	\$	15,000	\$	15,345
3182 - Aquatic Center Heat Exchangers / Capital	2026	1	\$	10,000	\$	10,230
3185 - Aquatic Center Fencing Under Waterslide / Capital	2026	1	\$	7,000	\$	7,161
3193 - Aquatic Center Replace Sand Filters / Capital	2026	1	\$	35,000	\$	35,805
3195 - Aquatic Center Replace Lockers / Capital	2026	1	\$	140,000	\$	143,220
3196 - Aquatic Center Chairlift / Capital	2026	1	\$	10,000	\$	10,230
3197 - Aquatic Center Domestic Hot Water Tanks / Capital	2026	1	\$	15,000	\$	15,345
5242 - Family Centre Desuperheater	2026	1	\$	100,000	\$	102,300
3212 - Road Asset Management Plan (RAMP)	2026	1	\$	350,000	\$	358,050
5303 - Sidewalk Improvements	2026	1	\$	200,000	\$	204,600
3213 - Capital Projects Engineering	2026	1	\$	70,000	\$	71,610
3097 - Roads- EPW 57 John Deere 60 Series Excavator Replacement- 2025	2026	1	\$	167,000	\$	170,841
3103 - Roads- PW 69 Ford F-150 Replacement- 2025	2026	1	\$	78,000	\$	79,794
5286 - Centre Street and Centennial Drive Intersection Improvements	2026	1	\$	50,000	\$	51,150
5250 - Second Street Road Reconstruction	2026	1	\$	175,000	\$	179,025
5251 - Westlake Road Reconstruction	2026	1	\$	130,000	\$	132,990
3210 - 42.1 - WWTP PLC/SCADA Upgrades	2026	1	\$	63,000	\$	64,449
3210 - 42.1 - WWTP PLC/SCADA Upgrades	2026	1	\$	27,000	\$	27,621
3202 - 42.1 - WWTP General Plant Upgrades	2026	1	\$	80,000	\$	81,840
3209 - 42.1 - Distribution & Collection Out-of-scope Maintenance	2026	1	\$	60,000	\$	61,380
3151 - 42.1 - WWTP HVAC Lifecycle Replacements	2026	1	\$	80,000	\$	81,840
5280 - 42.1 WWTP Centrifuge Overhaul	2026	1	\$	100,000	\$	102,300
5281 - 42.1 - WWTP Effluent Pumphouse Rehabilitation	2026	1	\$	80,000	\$	81,840
5284 - 42.1 - WWTP Polymer Make-Up System	2026	1	\$	325,000	\$	332,475
3084 - Fourth Street Utility Upgrades	2026	1	\$	860,000	\$	879,780
Water System Rehabilitation & Maintenance	2026	1	\$	407,813	\$	417,192
4221 - ERP Replacement and Process Optimization	2027	1	\$	350,000	\$	366,285
4225 - IT - IODS - GIS Server Upgrade	2027	1	\$	110,000	\$	115,118
5257 - IT - IT Restoration, Consolidation, and Cost Efficiency Roadmap - 10	2027	1	\$	66,000	\$	69,071
4226 - IT - Town of Strathmore CCTV and Door Access Control Roadmap	2027	1	\$	55,000	\$	57,559
5305 - Capital Priority Projects	2027	1	\$	500,000	\$	523,265
3054 - SCBA Bottles Replacement	2027	1	\$	150,000	\$	156,979
3207 - Pathway Lifecycle	2027	1	\$	87,000	\$	91,048
5302 - Kinsmen Park Christmas Lights	2027	1	\$	20,000	\$	20,931
5304 - Site Furniture	2027	1	\$	25,000	\$	26,163
3149 - 72 - Parks - New washrooms/change rooms for Splash Park	2027	1	\$	300,000	\$	313,959
3180 - Aquatic Center Flooring / Capital	2027	1	\$	43,000	\$	45,001
3184 - Aquatic Center UV Film Windows / Capital	2027	1	\$	16,000	\$	16,744
3192 - Aquatic Center Baffles / Capital	2027	1	\$	125,000	\$	130,816
3212 - Road Asset Management Plan (RAMP)	2027	1	\$	350,000	\$	366,285
5303 - Sidewalk Improvements	2027	1	\$	200,000	\$	209,306
3213 - Capital Projects Engineering	2027	1	\$	60,000	\$	62,792
3095 - Roads- EPW 047 Bobcat S300 Replacement 2026	2027	1	\$	133,000	\$	139,188
3104 - Roads - PW 25 Chevrolet Silverado 1500 Replacement - 2026	2027	1	\$	73,000	\$	76,397
3116 - Roads- EPW 66 Hot Box Trailer Replacement- 2026	2027	1	\$	96,000	\$	100,467
3118 - Roads- New Purchase- Asphalt Recycler Purchase- 2026	2027	1	\$	160,000	\$	167,445
3119 - Roads- New Purchase- Wood Chipper Purchase- 2026	2027	1	\$	85,000	\$	88,955
3124 - Roads- PW 75 Ford f-350 Service Truck Replacement- 2026	2027	1	\$	160,000	\$	167,445
3202 - 42.1 - WWTP General Plant Upgrades	2027	1	\$	60,000	\$	62,792
3209 - 42.1 - Distribution & Collection Out-of-scope Maintenance	2027	1	\$	50,000	\$	52,326
3152 - 42.1 - WWTP VFD Lifecycle Replacements	2027	1	\$	150,000	\$	156,979
3154 - 42.1 - WWTP Lagoon Refurbishment	2027	1	\$	60,000	\$	62,792
3208 - 42.1 - WWTP Lab Equipment	2027	1	\$	20,000	\$	20,931
5281 - 42.1 - WWTP Effluent Pumphouse Rehabilitation	2027	1	\$	150,000	\$	156,979
3086 - New Bulk Water Depot	2027	1	\$	500,000	\$	523,265
Water System Rehabilitation & Maintenance	2027	1	\$	407,813	\$	426,788
4225 - IT - IODS - GIS Server Upgrade	2028	1	\$	130,000	\$	139,178
5257 - IT - IT Restoration, Consolidation, and Cost Efficiency Roadmap - 10	2028	1	\$	68,000	\$	72,801

4226 - IT - Town of Strathmore CCTV and Door Access Control Roadmap	2028	1	\$	105,000	\$	112,413
5305 - Capital Priority Projects	2028	1	\$	500,000	\$	535,300
3055 - Auto Extrication Tool Replacement	2028	1	\$	225,000	\$	240,885
3056 - AED Replacement (Set of 6)	2028	1	\$	21,000	\$	22,483
3057 - Thermal Imaging Camera Replacement (Set of 6)	2028	1	\$	60,000	\$	64,236
3058 - Rescue Airbag & Strut Replacement (Fire)	2028	1	\$	50,000	\$	53,530
3061 - Ladder 1 Fire Truck Replacement	2028	1	\$	750,000	\$	802,949
3207 - Pathway Lifecycle	2028	1	\$	91,000	\$	97,425
5302 - Kinsmen Park Christmas Lights	2028	1	\$	20,000	\$	21,412
5304 - Site Furniture	2028	1	\$	25,000	\$	26,765
3127 - 72 - Parks - PK90 - GMC 2500 Replacement - 2027	2028	1	\$	68,000	\$	72,801
3164 - 72 - Parks - Replacement Lambert Park washrooms	2028	1	\$	150,000	\$	160,590
3165 - 72 - Parks - Playground replacement - Green Meadows	2028	1	\$	90,000	\$	96,354
3194 - Aquatic Center Replace Filters Hot Tub & Kiddy Pool / Capital	2028	1	\$	27,000	\$	28,906
3212 - Road Asset Management Plan (RAMP)	2028	1	\$	350,000	\$	374,710
5303 - Sidewalk Improvements	2028	1	\$	200,000	\$	214,120
3213 - Capital Projects Engineering	2028	1	\$	50,000	\$	53,530
3093 - Roads- EPW 49 John Deere 624 Wheel Loader Replacement- 2027	2028	1	\$	524,000	\$	560,994
3105 - Roads- PW 50 Ford F-150 Replacement- 2027	2028	1	\$	82,000	\$	87,789
3112 - Roads- PW 006 Chevrolet Silverado 3500 Dump Box Replacement- 2	2028	1	\$	130,000	\$	139,178
5252 - Parklane Drive Reconstruction	2028	1	\$	300,000	\$	321,180
South Service Road (west)	2028	1	\$	13,400,000	\$	14,346,029
South Service Road (east)	2028	1	\$	3,350,000	\$	3,586,507
South Service Road	2028	1	\$	7,700,000	\$	8,243,614
Arterial (east)	2028	1	\$	6,930,000	\$	7,419,252
Hwy 1 / Edgefield, Highway 817	2028	1	\$	1,000,000	\$	1,070,599
GFT	2028	1	\$	3,300,000	\$	3,532,977
GFT	2028	1	\$	2,680,000	\$	2,869,206
GFT	2028	1	\$	11,600,000	\$	12,418,950
Wildflower Rd	2028	1	\$	9,380,000	\$	10,042,220
Wildflower Rd	2028	1	\$	10,010,000	\$	10,716,698
TR244	2028	1	\$	2,870,000	\$	3,072,620
South of Golf Course	2028	1	\$	13,090,000	\$	14,014,143
3202 - 42.1 - WWTP General Plant Upgrades	2028	1	\$	100,000	\$	107,060
3209 - 42.1 - Distribution & Collection Out-of-scope Maintenance	2028	1	\$	50,000	\$	53,530
3154 - 42.1 - WWTP Lagoon Refurbishment	2028	1	\$	300,000	\$	321,180
3208 - 42.1 - WWTP Lab Equipment	2028	1	\$	20,000	\$	21,412
3085 - Wheeler Street Waterline Upgrade	2028	1	\$	310,000	\$	331,886
Water System Rehabilitation & Maintenance	2028	1	\$	407,813	\$	436,604
5257 - IT - IT Restoration, Consolidation, and Cost Efficiency Roadmap -	2029	1	\$	70,000	\$	76,666
4226 - IT - Town of Strathmore CCTV and Door Access Control Roadmap	2029	1	\$	10,000	\$	10,952
5305 - Capital Priority Projects	2029	1	\$	500,000	\$	547,611
3059 - Extractor & Dryer Replacement (Fire)	2029	1	\$	40,000	\$	43,809
3060 - CPR Lucas Device Replacement	2029	1	\$	60,000	\$	65,713
3061 - Ladder 1 Fire Truck Replacement	2029	1	\$	1,750,000	\$	1,916,640
3207 - Pathway Lifecycle	2029	1	\$	95,000	\$	104,046
5302 - Kinsmen Park Christmas Lights	2029	1	\$	20,000	\$	21,904
5304 - Site Furniture	2029	1	\$	25,000	\$	27,381
3075 - Parks - EPK 71 - Mower Replacement - 2028	2029	1	\$	77,000	\$	84,332
3128 - 72 - Parks - OP 003 - Ford F150 Replacement - 2028	2029	1	\$	68,000	\$	74,475
3138 - Parks - OP 002 - Kubota Tractor Replacement - 2028	2029	1	\$	100,000	\$	109,522
3186 - Aquatic Center Diving Board / Capital	2029	1	\$	8,000	\$	8,762
3190 - Aquatic Center Front Desk Reception, Replacement / Capital	2029	1	\$	25,000	\$	27,381
3212 - Road Asset Management Plan (RAMP)	2029	1	\$	350,000	\$	383,328
5303 - Sidewalk Improvements	2029	1	\$	200,000	\$	219,045
3213 - Capital Projects Engineering	2029	1	\$	50,000	\$	54,761
3099 - Roads- PW 74 International 7300 Plow Truck Replacement- 2028	2029	1	\$	502,000	\$	549,802
3106 - Roads- PW 71 Ford F-150 Replacement- 2028	2029	1	\$	76,000	\$	83,237
3123 - Facilities- OP 008 Ram Promaster Replacement- 2028	2029	1	\$	123,000	\$	134,712
3209 - 42.1 - Distribution & Collection Out-of-scope Maintenance	2029	1	\$	50,000	\$	54,761
3151 - 42.1 - WWTP HVAC Lifecycle Replacements	2029	1	\$	120,000	\$	131,427
3154 - 42.1 - WWTP Lagoon Refurbishment	2029	1	\$	300,000	\$	328,567

3155 - 42.1 - WWTP Alum Tank Replacement	2029	1	\$	100,000	\$	109,522
3156 - 42.1 - WWTP Primary & Secondary Treatment	2029	1	\$	400,000	\$	438,089
3157 - 42.1 - Lift Station Lifecycle Replacements	2029	1	\$	60,000	\$	65,713
3208 - 42.1 - WWTP Lab Equipment	2029	1	\$	20,000	\$	21,904
3080 - Westdale Street Utility Replacement	2029	1	\$	1,200,000	\$	1,314,268
Water System Rehabilitation & Maintenance	2029	1	\$	407,813	\$	446,646
5257 - IT - IT Restoration, Consolidation, and Cost Efficiency Roadmap -	2030	1	\$	72,000	\$	80,670
5305 - Capital Priority Projects	2030	1	\$	500,000	\$	560,207
3062 - Rescue Trailer Replacement	2030	1	\$	25,000	\$	28,010
3207 - Pathway Lifecycle	2030	1	\$	100,000	\$	112,041
5302 - Kinsmen Park Christmas Lights	2030	1	\$	20,000	\$	22,408
5304 - Site Furniture	2030	1	\$	25,000	\$	28,010
3130 - 72 - Parks - OP 011 - Ford F150 - Replacement - 2029	2030	1	\$	68,000	\$	76,188
New Fitness Facility in Existing Sports Centre	2030	1	\$	150,000	\$	168,062
3212 - Road Asset Management Plan (RAMP)	2030	1	\$	350,000	\$	392,145
5303 - Sidewalk Improvements	2030	1	\$	200,000	\$	224,083
3213 - Capital Projects Engineering	2030	1	\$	50,000	\$	56,021
3092 - EPW 61 772 motor grader replacement 2029	2030	1	\$	775,000	\$	868,320
3107 - Roads- PW 64 Chevrolet Silverado 1500 Replacement- 2029	2030	1	\$	85,000	\$	95,235
3209 - 42.1 - Distribution & Collection Out-of-scope Maintenance	2030	1	\$	50,000	\$	56,021
3069 - Central Trunk Sewer Upgrades	2030	1	\$	942,000	\$	1,055,429
3154 - 42.1 - WWTP Lagoon Refurbishment	2030	1	\$	100,000	\$	112,041
3156 - 42.1 - WWTP Primary & Secondary Treatment	2030	1	\$	350,000	\$	392,145
3157 - 42.1 - Lift Station Lifecycle Replacements	2030	1	\$	160,000	\$	179,266
3208 - 42.1 - WWTP Lab Equipment	2030	1	\$	20,000	\$	22,408
3083 - Second Street Utility Replacement & Downtown Beautification	2030	1	\$	578,000	\$	647,599
Cast Iron and Asbestos Concrete Pipes Replacement	2030	1	\$	2,610,000	\$	2,924,278
Water System Rehabilitation & Maintenance	2030	1	\$	407,813	\$	456,918
5257 - IT - IT Restoration, Consolidation, and Cost Efficiency Roadmap - 10	2031	1	\$	74,000	\$	84,818
5305 - Capital Priority Projects	2031	1	\$	500,000	\$	573,091
3063 - Rescue Boat Replacement	2031	1	\$	35,000	\$	40,116
3064 - SCBA Compressor Replacement	2031	1	\$	300,000	\$	343,855
3207 - Pathway Lifecycle	2031	1	\$	105,000	\$	120,349
5302 - Kinsmen Park Christmas Lights	2031	1	\$	20,000	\$	22,924
5304 - Site Furniture	2031	1	\$	25,000	\$	28,655
3076 - 72 - Parks - Mower Replacement / Snow Plow - Unit EPK 74 - 2030	2031	1	\$	77,000	\$	88,256
3077 - 72 - Parks - Unit EPK 80 - Mower / Snow Plow Replacement - 2030	2031	1	\$	77,000	\$	88,256
3131 - 72 - Parks - PK 89 GMC 3500 1 Ton Dump Box Replacement - 2030	2031	1	\$	120,000	\$	137,542
3139 - 72 - Parks - OP 006 - MT7 Trackless - Replacement - 2030	2031	1	\$	180,000	\$	206,313
3141 - 72 - Parks - New 1/2 ton pick up truck - 2030	2031	1	\$	68,000	\$	77,940
3189 - Aquatic Center Diving Blocks / Capital	2031	1	\$	35,000	\$	40,116
5303 - Sidewalk Improvements	2031	1	\$	200,000	\$	229,237
3213 - Capital Projects Engineering	2031	1	\$	50,000	\$	57,309
3100 - Roads- OP 004 International HV Single Axle Hook/Plow Truck	2031	1	\$	350,000	\$	401,164
3108 - Roads- PW 67 Chevrolet Silverado 1500 Replacement- 2030	2031	1	\$	79,000	\$	90,548
3117 - Roads- OP- 13 Big Tex Tilt Deck Trailer Replacement- 2030	2031	1	\$	20,000	\$	22,924
3212 - Road Asset Management Plan (RAMP)	2031	1	\$	350,000	\$	401,164
3209 - 42.1 - Distribution & Collection Out-of-scope Maintenance	2031	1	\$	50,000	\$	57,309
3156 - 42.1 - WWTP Primary & Secondary Treatment	2031	1	\$	200,000	\$	229,237
3157 - 42.1 - Lift Station Lifecycle Replacements	2031	1	\$	160,000	\$	183,389
3158 - 42.1 - WWTP Centrifuge Lifecycle Replacements	2031	1	\$	360,000	\$	412,626
3208 - 42.1 - WWTP Lab Equipment	2031	1	\$	20,000	\$	22,924
3068 - Third Street Cast Iron Replacement	2031	1	\$	1,100,000	\$	1,260,801
Water System Rehabilitation & Maintenance	2031	1	\$	407,813	\$	467,428
5257 - IT - IT Restoration, Consolidation, and Cost Efficiency Roadmap -	2032	1	\$	76,000	\$	89,113
5305 - Capital Priority Projects	2032	1	\$	500,000	\$	586,272
New Fire Hall	2032	1	\$	20,000,000	\$	23,450,896
3065 - SCBA Replacement	2032	1	\$	350,000	\$	410,391
3207 - Pathway Lifecycle	2032	1	\$	111,000	\$	130,152
5302 - Kinsmen Park Christmas Lights	2032	1	\$	20,000	\$	23,451
5304 - Site Furniture	2032	1	\$	25,000	\$	29,314
3142 - 72 - Parks - New 1/2 ton pick up truck - 2031	2032	1	\$	68,000	\$	79,733

5303 - Sidewalk Improvements	2032	1	\$ 200,000	\$ 234,509
3213 - Capital Projects Engineering	2032	1	\$ 50,000	\$ 58,627
3109 - Roads- PW 72 Chevrolet Silverado 1500 Replacement- 2031	2032	1	\$ 89,000	\$ 104,356
3120 - Roads- EPW 59 Variable Message Sign Board Replacement- 2031	2032	1	\$ 30,000	\$ 35,176
3121 - Roads- EPW 60 Variable Message Sign Board Replacement- 2031	2032	1	\$ 30,000	\$ 35,176
3122 - Roads- New Purchase- 2x Variable Message Sign Boards- 2031	2032	1	\$ 60,000	\$ 70,353
3125 - Roads- OP 001 Elgin Street Sweeper Replacement- 2031	2032	1	\$ 417,000	\$ 488,951
3212 - Road Asset Management Plan (RAMP)	2032	1	\$ 350,000	\$ 410,391
East Trunk.4	2032	1	\$ 2,070,000	\$ 2,427,168
SWMF #5	2032	1	\$ 1,090,000	\$ 1,278,074
SWMF #7	2032	1	\$ 1,970,000	\$ 2,309,913
SWMF #12	2032	1	\$ 2,240,000	\$ 2,626,500
SWMF #18	2032	1	\$ 4,710,000	\$ 5,522,686
SWMF #5 Outfall	2032	1	\$ 660,000	\$ 773,880
SWMF #7 Outfall	2032	1	\$ 1,330,000	\$ 1,559,485
SWMF #12 Outfall	2032	1	\$ 320,000	\$ 375,214
SWMF #18 Outfall	2032	1	\$ 780,000	\$ 914,585
West Trunk.3	2032	1	\$ 440,000	\$ 515,920
West Trunk.4	2032	1	\$ 2,270,000	\$ 2,661,677
Northeast Trunk.1	2032	1	\$ 780,000	\$ 914,585
Northeast Trunk.2	2032	1	\$ 630,000	\$ 738,703
Trunk Lakewood.2	2032	1	\$ 630,000	\$ 738,703
3209 - 42.1 - Distribution & Collection Out-of-scope Maintenance	2032	1	\$ 50,000	\$ 58,627
3159 - 42.1 - WWTP Blower System Replacement	2032	1	\$ 200,000	\$ 234,509
3162 - 42.1 - WWTP UV Lifecycle Replacements	2032	1	\$ 400,000	\$ 469,018
3208 - 42.1 - WWTP Lab Equipment	2032	1	\$ 20,000	\$ 23,451
Proposed Lift Station H	2032	1	\$ 12,810,000	\$ 15,020,299
Proposed Lift Station I	2032	1	\$ 6,720,000	\$ 7,879,501
Proposed Lift Station J	2032	1	\$ 7,810,000	\$ 9,157,575
Proposed Lift Station L	2032	1	\$ 4,450,000	\$ 5,217,824
Forcemain H	2032	1	\$ 4,130,000	\$ 4,842,610
Forcemain I	2032	1	\$ 2,710,000	\$ 3,177,596
Forcemain J	2032	1	\$ 1,860,000	\$ 2,180,933
Forcemain L	2032	1	\$ 1,700,000	\$ 1,993,326
Trunk H.1	2032	1	\$ -	\$ -
Trunk H.2	2032	1	\$ 1,430,000	\$ 1,676,739
Trunk H.3	2032	1	\$ 1,120,000	\$ 1,313,250
Trunk I.1	2032	1	\$ 760,000	\$ 891,134
Trunk J.1	2032	1	\$ 1,720,000	\$ 2,016,777
Trunk L.1	2032	1	\$ 1,090,000	\$ 1,278,074
Trunk L.2	2032	1	\$ 1,020,000	\$ 1,195,996
3078 - Wildflower Distribution Main Upgrade	2032	1	\$ 2,500,000	\$ 2,931,362
3081 - Fifth Avenue Utility Replacement	2032	1	\$ 1,955,000	\$ 2,292,325
Wildflower Reservoir Storage Capacity Upgrade	2032	1	\$ 6,080,000	\$ 7,129,072
Future Southeast Pressure Reducing Valves (Minimum 2 Connections)	2032	1	\$ 252,000	\$ 295,481
Edgefield.2 Water Main (E.2)	2032	1	\$ 510,000	\$ 597,998
Edgefield.3 Water Main (E.3)	2032	1	\$ 1,090,000	\$ 1,278,074
George Freeman.3 Water Main (GF.3)	2032	1	\$ 880,000	\$ 1,031,839
George Freeman.4 Water Main (GF.4)	2032	1	\$ 920,000	\$ 1,078,741
Highway 1.1 Water Main (Hwy 1.1)	2032	1	\$ 460,000	\$ 539,371
Township Road 244.1 Water Main (244.1)	2032	1	\$ 830,000	\$ 973,212
Water System Rehabilitation & Maintenance	2032	1	\$ 407,813	\$ 478,178
5257 - IT - IT Restoration, Consolidation, and Cost Efficiency Roadmap - 10 Years (2024-2034)	2033	1	\$ 78,000	\$ 93,562
5305 - Capital Priority Projects	2033	1	\$ 500,000	\$ 599,757
3066 - Tender 1 Fire Truck Replacement	2033	1	\$ 850,000	\$ 1,019,586
3207 - Pathway Lifecycle	2033	1	\$ 116,000	\$ 139,144
5302 - Kinsmen Park Christmas Lights	2033	1	\$ 20,000	\$ 23,990
5304 - Site Furniture	2033	1	\$ 25,000	\$ 29,988
3136 - 72 - Parks - John Deere Zero Turn Mower Replacement - 2032	2033	1	\$ 18,000	\$ 21,591
3143 - 72 - Parks - Add new 1/2 ton pickup truck to fleet - 2032	2033	1	\$ 68,000	\$ 81,567
5303 - Sidewalk Improvements	2033	1	\$ 200,000	\$ 239,903
3213 - Capital Projects Engineering	2033	1	\$ 50,000	\$ 59,976

3110 - Roads- PW 76 Ford F-150 Replacement- 2032	2033	1	\$ 82,000	\$ 98,360
3113 - Roads- PW 78 Ford F-550 Dump Box Replacement- 2032	2033	1	\$ 146,000	\$ 175,129
3114 - Roads- OP 012 Hydrovac Trailer Replacement- 2032	2033	1	\$ 160,000	\$ 191,922
3115 - Roads- EPW 76 Marathon Crack Sealer Replacement- 2032	2033	1	\$ 90,000	\$ 107,956
3212 - Road Asset Management Plan (RAMP)	2033	1	\$ 350,000	\$ 419,830
3209 - 42.1 - Distribution & Collection Out-of-scope Maintenance	2033	1	\$ 50,000	\$ 59,976
3153 - 42.1 - WWTP MCC Lifecycle Replacements	2033	1	\$ 150,000	\$ 179,927
3160 - 42.1 - WWTP Headworks Replacement	2033	1	\$ 100,000	\$ 119,951
3208 - 42.1 - WWTP Lab Equipment	2033	1	\$ 20,000	\$ 23,990
3082 - Sixth Avenue Utility Replacement	2033	1	\$ 1,400,000	\$ 1,679,319
3163 - 41.1 - Wildflower Reservoir Instrument Replacements	2033	1	\$ 60,000	\$ 71,971
Water System Rehabilitation & Maintenance	2033	1	\$ 407,813	\$ 489,177
5257 - IT - IT Restoration, Consolidation, and Cost Efficiency Roadmap - 10	2034	1	\$ 80,000	\$ 98,168
5305 - Capital Priority Projects	2034	1	\$ 500,000	\$ 613,551
3207 - Pathway Lifecycle	2034	1	\$ 122,000	\$ 149,706
5302 - Kinsmen Park Christmas Lights	2034	1	\$ 20,000	\$ 24,542
5304 - Site Furniture	2034	1	\$ 25,000	\$ 30,678
3129 - Sports Centre - Motor & Lifts for Basketball Hoops & Curtains	2034	1	\$ 12,000	\$ 14,725
3135 - 72 - Parks - Wide Area Mower Replacement - 2033	2034	1	\$ 116,000	\$ 142,344
3140 - 72 - Parks - OP 014 - MT7 Trackless - Replacement - 2034	2034	1	\$ 180,000	\$ 220,878
3144 - 72 - Parks - Add new 1/2 ton pickup truck to fleet - 2033	2034	1	\$ 68,000	\$ 83,443
3183 - Aquatic Center Heat Exchanger Lap Pool / Capital	2034	1	\$ 17,000	\$ 20,861
3187 - Aquatic Center Re-Tile Spa / Hot Tub / Capital	2034	1	\$ 100,000	\$ 122,710
3188 - Aquatic Center Re-Tile Kiddy Pool / Capital	2034	1	\$ 125,000	\$ 153,388
3191 - Aquatic Center Replace Tiles All Changerooms & Pool Deck Area / Capital	2034	1	\$ 650,000	\$ 797,616
5303 - Sidewalk Improvements	2034	1	\$ 200,000	\$ 245,420
3213 - Capital Projects Engineering	2034	1	\$ 50,000	\$ 61,355
3094 - Roads- EPW 62 John Deere 644 Wheel Loader Replacement- 2033	2034	1	\$ 597,000	\$ 732,580
3096 - Roads- EPW 075 John Deere 333 Compact Track Loader Replacement 2033	2034	1	\$ 168,000	\$ 206,153
3102 - Roads- (awaiting delivery) 2023 International HX Plow Truck Replacement- 2033	2034	1	\$ 572,000	\$ 701,902
3111 - Roads- PW 77 Ford F-150 Replacement- 2033	2034	1	\$ 93,000	\$ 114,120
South Service Road	2034	1	\$ 2,310,000	\$ 2,834,606
GFT	2034	1	\$ 8,200,000	\$ 10,062,237
TR244	2034	1	\$ 3,280,000	\$ 4,024,895
Hwy 1 / Wildflower Rd	2034	1	\$ 500,000	\$ 613,551
3212 - Road Asset Management Plan (RAMP)	2034	1	\$ 350,000	\$ 429,486
3091 - Storm Pond 1 Outfall Control Structure	2034	1	\$ 2,100,000	\$ 2,576,914
3087 - Bow Tertiary Outfall Pump Upgrade	2034	1	\$ 513,000	\$ 629,503
3161 - WWTP Control Building Upgrades	2034	1	\$ 60,000	\$ 73,626
3208 - 42.1 - WWTP Lab Equipment	2034	1	\$ 20,000	\$ 24,542
Water System Rehabilitation & Maintenance	2034	1	\$ 407,813	\$ 500,428
6 AED	2035	1	\$ 25,000	\$ 31,383
8 Gas Detectors	2035	1	\$ 16,000	\$ 20,085
Various Hand Tools	2035	1	\$ 125,000	\$ 156,916
Various First Aid Equipment	2035	1	\$ 50,000	\$ 62,766
Fleet Replacement - Tandem Snow Plow	2035	1	\$ 470,000	\$ 590,003
Equipment Replacement - Snow blower	2035	1	\$ 105,000	\$ 131,809
Fleet Replacement - Flowers and Ttree Waterer	2035	1	\$ 157,000	\$ 197,086
Equipment Replacement -SMB Rooftop units	2035	1	\$ 175,000	\$ 219,682
Playground Replacement - Thornclyff	2035	1	\$ 90,000	\$ 112,979
Fleet New - Tandem	2035	1	\$ 350,000	\$ 439,364
Fleet New - Parks Garbage Truck	2035	1	\$ 300,000	\$ 376,598
Fleet New - One Ton Truck	2035	1	\$ 130,000	\$ 163,192
Family Centre planned maintenance	2035	1	\$ 4,000,000	\$ 5,021,302
Civic Centre planned maintenance	2035	1	\$ 100,000	\$ 125,533
New Curling Rink	2035	1	\$ 4,000,000	\$ 5,021,302
Land purchase 5 acres	2035	1	\$ 1,000,000	\$ 1,255,325
Arena Maintenance & Rehab	2035	1	\$ 1,500	\$ 1,883
Pool Maintenance & Rehab	2035	1	\$ 391,623	\$ 491,614
3212 - Road Asset Management Plan (RAMP)	2035	1	\$ 350,000	\$ 439,364
Cast Iron and Asbestos Concrete Pipes Replacement	2035	1	\$ 2,610,000	\$ 3,276,399
Water System Rehabilitation & Maintenance	2035	1	\$ 407,813	\$ 511,937

Bush Buggy 1	2036	1	\$	230,000	\$	295,366
Squad 1	2036	1	\$	110,000	\$	141,262
Fleet Replacement - Sign truck and pick up truck	2036	1	\$	151,000	\$	193,914
Equipment Replacement -Excavator	2036	1	\$	168,000	\$	215,745
Fleet Replacement - Pick up truck	2036	1	\$	169,000	\$	217,029
Equipment Replacement - UTV, Skid steer and mower	2036	1	\$	272,000	\$	349,302
Playground Replacement - Terry Ray Clark	2036	1	\$	90,000	\$	115,578
Fleet New - Street Sweeper	2036	1	\$	417,000	\$	535,511
Fleet New - Water Truck	2036	1	\$	150,000	\$	192,630
Equipment New - Aerial Lift Platform	2036	1	\$	500,000	\$	642,099
Pool Maintenance & Rehab	2036	1	\$	2,421	\$	3,109
3212 - Road Asset Management Plan (RAMP)	2036	1	\$	350,000	\$	449,469
Water System Rehabilitation & Maintenance	2036	1	\$	407,813	\$	523,712
Car 1	2037	1	\$	80,000	\$	105,099
2 RIT Packs	2037	1	\$	24,000	\$	31,530
Fleet Maintenance	2037	1	\$	160,000	\$	210,198
Equipment Replacement - Bobcat skid steer, asphalt recycler hot box	2037	1	\$	389,000	\$	511,043
Equipment Replacement - Wood chipper	2037	1	\$	85,000	\$	111,667
Fleet Replacement - Truck with Slip Tank	2037	1	\$	85,000	\$	111,667
Playground Replacement - Hillview NW	2037	1	\$	90,000	\$	118,236
Fleet New - Plow Truck	2037	1	\$	470,000	\$	617,455
Equipment New - Wide Area Mower	2037	1	\$	116,000	\$	152,393
Fleet New - One Ton Truck	2037	1	\$	130,000	\$	170,785
Arena Maintenance & Rehab	2037	1	\$	40,000	\$	52,549
Pool Maintenance & Rehab	2037	1	\$	13,700	\$	17,998
Sports Centre Maintenance & Rehab	2037	1	\$	20,400	\$	26,800
3212 - Road Asset Management Plan (RAMP)	2037	1	\$	350,000	\$	459,807
SWMF #9	2037	1	\$	2,700,000	\$	3,547,083
SWMF #11	2037	1	\$	2,040,000	\$	2,680,018
SWMF #9 Outfall	2037	1	\$	200,000	\$	262,747
SWMF #11 Outfall	2037	1	\$	830,000	\$	1,090,400
Future Northwest Pressure Reducing Valves (Minimum 2 Connections)	2037	1	\$	252,000	\$	331,061
Highway 1.2 Water Main (Hwy 1.2)	2037	1	\$	430,000	\$	564,906
Orchards.2 Water Main (O.2)	2037	1	\$	590,000	\$	775,103
Orchards.3 Water Main (O.3)	2037	1	\$	910,000	\$	1,195,498
Water System Rehabilitation & Maintenance	2037	1	\$	407,813	\$	535,757
Engine 1	2038	1	\$	1,600,000	\$	2,150,321
Rescue 1	2038	1	\$	850,000	\$	1,142,358
Bush Buggy 2	2038	1	\$	230,000	\$	309,109
6 Thermal Imaging Cameras	2038	1	\$	100,000	\$	134,395
6 LD Intakes	2038	1	\$	26,000	\$	34,943
Fleet Replacement - Pick up trucks w/sign board and 1 ton and snow plow b	2038	1	\$	297,000	\$	399,153
Equipment Replacement - loader	2038	1	\$	524,000	\$	704,230
Fleet Replacement - Pick up truck	2038	1	\$	68,000	\$	91,389
Playground Replacement - John Leboldus	2038	1	\$	90,000	\$	120,956
Equipment New - Snow Blower	2038	1	\$	105,000	\$	141,115
Equipment New - Smal Mower	2038	1	\$	77,000	\$	103,484
Equipment New - Stump Grinder	2038	1	\$	15,000	\$	20,159
Lambert Centre Roof Replacement	2038	1	\$	5,000,000	\$	6,719,752
Arena Maintenance & Rehab	2038	1	\$	18,000	\$	24,191
Pool Maintenance & Rehab	2038	1	\$	43,900	\$	58,999
3212 - Road Asset Management Plan (RAMP)	2038	1	\$	350,000	\$	470,383
Water System Rehabilitation & Maintenance	2038	1	\$	407,813	\$	548,080
Car 2	2039	1	\$	80,000	\$	109,989
Car 3	2039	1	\$	80,000	\$	109,989
2 CPR Machines	2039	1	\$	44,000	\$	60,494
50 Bunker Gear	2039	1	\$	462,000	\$	635,186
Fleet Replacement - Pick up and tandem	2039	1	\$	578,000	\$	794,670
Fleet Replacement - Facility maintenance van	2039	1	\$	123,000	\$	169,108
Fleet Replacement - Pick up truck	2039	1	\$	68,000	\$	93,491
Equipment Replacement - mower, tractor and zamboni for outdoor rink	2039	1	\$	177,000	\$	243,350
Playground Replacement - Strathaven back alley park	2039	1	\$	90,000	\$	123,738

Equipment New - Rough Cut Mower and Tractor	2039	1	\$ 177,000	\$ 243,350
Equipment New - Hotsy	2039	1	\$ 140,000	\$ 192,481
Fleet New - One Ton Truck	2039	1	\$ 130,000	\$ 178,732
Arena Maintenance & Rehab	2039	1	\$ 200,000	\$ 274,972
Pool Maintenance & Rehab	2039	1	\$ 2,750	\$ 3,781
Sports Centre Maintenance & Rehab	2039	1	\$ 217,497	\$ 299,028
RR254	2039	1	\$ 9,380,000	\$ 12,896,199
North Service Road	2039	1	\$ 8,040,000	\$ 11,053,884
West of Wildflower Road	2039	1	\$ 3,850,000	\$ 5,293,216
South Service Road	2039	1	\$ 4,620,000	\$ 6,351,859
Hwy 1 / RR254, Wildflower Rd, GFT	2039	1	\$ 1,500,000	\$ 2,062,292
3212 - Road Asset Management Plan (RAMP)	2039	1	\$ 350,000	\$ 481,201
Water System Rehabilitation & Maintenance	2039	1	\$ 407,813	\$ 560,686
75 SCBA Air Cylinders	2040	1	\$ 130,000	\$ 182,843
8 Gas Detectors	2040	1	\$ 16,000	\$ 22,504
26 Nozzles	2040	1	\$ 49,000	\$ 68,918
15 Power Saws	2040	1	\$ 28,000	\$ 39,382
NEW Operations facility with mechanic shop	2040	1	\$ 30,000,000	\$ 42,194,492
Equipment Replacement - Grader	2040	1	\$ 775,000	\$ 1,090,024
Fleet Replacement - pick up trucks	2040	1	\$ 153,000	\$ 215,192
Playground Replacement - Kinsmen	2040	1	\$ 90,000	\$ 126,583
Equipment Replacement - 7 hot water tanks	2040	1	\$ 10,500	\$ 14,768
Fleet New - Facility Maintenance Van	2040	1	\$ 123,000	\$ 172,997
Land purchase 5 acres	2040	1	\$ 1,000,000	\$ 1,406,483
Civic Centre Roof Replacement	2040	1	\$ 1,000,000	\$ 1,406,483
Arena Maintenance & Rehab	2040	1	\$ 339,000	\$ 476,798
Pool Maintenance & Rehab	2040	1	\$ 901,750	\$ 1,268,296
Sports Centre Maintenance & Rehab	2040	1	\$ 24,540	\$ 34,515
3212 - Road Asset Management Plan (RAMP)	2040	1	\$ 350,000	\$ 492,269
Cast Iron and Asbestos Concrete Pipes Replacement	2040	1	\$ 2,610,000	\$ 3,670,921
Water System Rehabilitation & Maintenance	2040	1	\$ 407,813	\$ 573,581
Fleet Replacement - pick up truck	2041	1	\$ 449,000	\$ 646,036
Fleet Replacement - pick up truck and 1 ton truck	2041	1	\$ 188,000	\$ 270,500
Equipment Replacement - 2 mowers	2041	1	\$ 334,000	\$ 480,570
Playground Replacement - Lawrence Hilton	2041	1	\$ 90,000	\$ 129,495
Fleet New - One Ton Truck	2041	1	\$ 130,000	\$ 187,048
Land purchase 5 acres	2041	1	\$ 1,000,000	\$ 1,438,832
Arena Maintenance & Rehab	2041	1	\$ 222,000	\$ 319,421
Pool Maintenance & Rehab	2041		\$ -	\$ -
3212 - Road Asset Management Plan (RAMP)	2041	1	\$ 350,000	\$ 503,591
Water System Rehabilitation & Maintenance	2041	1	\$ 407,813	\$ 586,774
Fleet Replacement - Pick up truck and 4 message board sign trailers	2042	1	\$ 209,000	\$ 307,632
Equipment Replacement - Street sweeper	2042	1	\$ 417,000	\$ 613,793
Fleet Replacement - Pick up truck	2042	1	\$ 68,000	\$ 100,091
Playground Replacement - Fort Cambria	2042	1	\$ 90,000	\$ 132,473
Arena Maintenance & Rehab	2042	1	\$ 98,000	\$ 144,249
Pool Maintenance & Rehab	2042	1	\$ 19,629	\$ 28,892
3212 - Road Asset Management Plan (RAMP)	2042	1	\$ 350,000	\$ 515,174
SWMF #8	2042	1	\$ 2,040,000	\$ 3,002,728
SWMF #21	2042	1	\$ 3,360,000	\$ 4,945,669
SWMF #8 Outfall	2042	1	\$ 150,000	\$ 220,789
SWMF #21 Outfall	2042	1	\$ 2,120,000	\$ 3,120,482
Trunk H.4	2042	1	\$ 1,120,000	\$ 1,648,556
Southwest Annexation Area 400 mm Supply Main (SWSupply.1)	2042	1	\$ 1,330,000	\$ 1,957,661
Water System Rehabilitation & Maintenance	2042	1	\$ 407,813	\$ 600,270
Rescue Stabilization	2043	1	\$ 125,000	\$ 188,222
6 PPV Ventilation Fans	2043	1	\$ 30,000	\$ 45,173
Fleet Replacement - pick up, 1 - 1 ton	2043	1	\$ 228,000	\$ 343,318
Equipment Replacement - hydrovac	2043	1	\$ 250,000	\$ 376,445
Fleet Replacement - pick up truck	2043	1	\$ 68,000	\$ 102,393
Equipment Replacement - zero turn mower	2043	1	\$ 18,000	\$ 27,104
Playground Replacement - Strathaven Drive	2043	1	\$ 90,000	\$ 135,520

Pool Maintenance & Rehab	2043	1	\$ 3,000	\$ 4,517
3212 - Road Asset Management Plan (RAMP)	2043	1	\$ 350,000	\$ 527,023
Water System Rehabilitation & Maintenance	2043	1	\$ 407,813	\$ 614,076
Trailer - SPU	2044	1	\$ 350,000	\$ 539,144
50 Portable Radios	2044	1	\$ 400,000	\$ 616,165
13 Mobile Radios	2044	1	\$ 91,000	\$ 140,178
Computer Aided Dispatch Terminals	2044	1	\$ 50,000	\$ 77,021
44mm (22)	2044	1	\$ 15,000	\$ 23,106
44mm (24)	2044	1	\$ 15,000	\$ 23,106
65mm (17)	2044	1	\$ 13,000	\$ 20,025
65mm (5)	2044	1	\$ 4,000	\$ 6,162
65mm (26)	2044	1	\$ 20,000	\$ 30,808
77mm (Lotof 12)	2044	1	\$ 11,000	\$ 16,945
HiVol (40)	2044	1	\$ 50,000	\$ 77,021
44mm Rubber (16)	2044	1	\$ 7,000	\$ 10,783
65mm Rubber (8)	2044	1	\$ 5,000	\$ 7,702
Fleet Replacement - pick up truck, plow truck and tandem trailer.	2044	1	\$ 794,000	\$ 1,223,088
Equipment Replacement - Loader, skid steer, grader with wing	2044	1	\$ 1,431,000	\$ 2,204,330
Fleet Replacement - Pick up trucks (one with Tommy Gate), bucket truck	2044	1	\$ 560,000	\$ 862,631
Equipment Replacement - Mowers and 2nd trackless	2044	1	\$ 450,000	\$ 693,186
Playground Replacement - WID Park	2044	1	\$ 90,000	\$ 138,637
Fleet Replacement - Administrative van	2044	1	\$ 86,000	\$ 132,475
Pool Maintenance & Rehab	2044	1	\$ 43,500	\$ 67,008
East of RR254	2044	1	\$ 10,010,000	\$ 15,419,529
Realign Wildflower Road	2044	1	\$ 32,040,000	\$ 49,354,817
South Service Road	2044	1	\$ 6,160,000	\$ 9,488,941
Wildflower Rd	2044	1	\$ 1,000,000	\$ 1,540,413
3212 - Road Asset Management Plan (RAMP)	2044	1	\$ 350,000	\$ 539,144
Water System Rehabilitation & Maintenance	2044	1	\$ 407,813	\$ 628,199
6 AED	2045	1	\$ 25,000	\$ 39,396
8 Gas Detectors	2045	1	\$ 16,000	\$ 25,213
Fleet Replacement - Tandem Snow plow	2045	1	\$ 470,000	\$ 740,646
Equipment Replacement - Snow blower	2045	1	\$ 105,000	\$ 165,463
Fleet Replacement - Waters flowers and new trees	2045	1	\$ 157,000	\$ 247,407
Playground Replacement - Wildflower Park	2045	1	\$ 90,000	\$ 141,826
Roof upgrades	2045	1	\$ 500,000	\$ 787,921
Fleet New - Tandem	2045	1	\$ 350,000	\$ 551,545
New pool	2045	1	\$ 45,000,000	\$ 70,912,890
Pool Maintenance & Rehab	2045	1	\$ 6,750	\$ 10,637
3212 - Road Asset Management Plan (RAMP)	2045	1	\$ 350,000	\$ 551,545
Cast Iron and Asbestos Concrete Pipes Replacement	2045	1	\$ 2,610,000	\$ 4,112,948
Water System Rehabilitation & Maintenance	2045	1	\$ 407,813	\$ 642,648
Engine 2	2046	1	\$ 1,600,000	\$ 2,579,338
Bush Buggy 1	2046	1	\$ 230,000	\$ 370,780
Squad 1	2046	1	\$ 110,000	\$ 177,330
Fleet Replacement - Sign truck and pick up truck	2046	1	\$ 151,000	\$ 243,425
Equipment Replacement - Excavator	2046	1	\$ 168,000	\$ 270,831
Fleet Replacement - Pick up truck	2046	1	\$ 169,000	\$ 272,443
Equipment Replacement - UTV, Skid steer and mower	2046	1	\$ 272,000	\$ 438,487
Playground Replacement - Strathford Place	2046	1	\$ 90,000	\$ 145,088
Playground Replacement - Lakewood - Brave Park	2046	1	\$ 90,000	\$ 145,088
Arena Maintenance & Rehab	2046	1	\$ 1,000	\$ 1,612
3212 - Road Asset Management Plan (RAMP)	2046	1	\$ 350,000	\$ 564,230
Water System Rehabilitation & Maintenance	2046	1	\$ 407,813	\$ 657,429
Car 1	2047	1	\$ 80,000	\$ 131,933
25 SCBA	2047	1	\$ 250,000	\$ 412,291
PPE Extractor & Dryer	2047	1	\$ 50,000	\$ 82,458
Fleet Replacement - Mechanic Service Truck	2047	1	\$ 160,000	\$ 263,866
Bobcat skid steer, asphalt recycler hot box	2047	1	\$ 389,000	\$ 641,525
Equipment Replacement - Wood chipper	2047	1	\$ 85,000	\$ 140,179
Fleet Replacement - Truck with slip tank	2047	1	\$ 85,000	\$ 140,179
Playground Replacement - Strathford Crescent	2047	1	\$ 90,000	\$ 148,425

Equipment Replacement - Smooth Drum Compactor	2047	1	\$ 65,000	\$ 107,196
3212 - Road Asset Management Plan (RAMP)	2047	1	\$ 350,000	\$ 577,208
SWMF #2	2047	1	\$ 920,000	\$ 1,517,231
SWMF #3	2047	1	\$ 760,000	\$ 1,253,365
SWMF #20	2047	1	\$ -	\$ -
SWMF #2 Outfall	2047	1	\$ 980,000	\$ 1,616,181
SWMF #3 Outfall	2047	1	\$ 70,000	\$ 115,442
SWMF #20 Outfall	2047	1	\$ -	\$ -
Northwest Trunk.1	2047	1	\$ 140,000	\$ 230,883
Trunk I.2	2047	1	\$ 760,000	\$ 1,253,365
Orchards.6 Water Main (O.6)	2047	1	\$ 130,000	\$ 214,391
Water System Rehabilitation & Maintenance	2047	1	\$ 407,813	\$ 672,550
Tender 1	2048	1	\$ 1,000,000	\$ 1,687,095
Bush Buggy 2	2048	1	\$ 230,000	\$ 388,032
6 Thermal Imaging Cameras	2048	1	\$ 100,000	\$ 168,710
Fleet Replacement - pick up trucks, w/sign board and 1 ton and snow plow t	2048	1	\$ 297,000	\$ 501,067
Equipment Replacement - Loader	2048	1	\$ 524,000	\$ 884,038
Fleet Replacement - Pick up truck	2048	1	\$ 68,000	\$ 114,722
Playground Replacement - Pirate Park	2048	1	\$ 90,000	\$ 151,839
Arena Maintenance & Rehab	2048	1	\$ 150,000	\$ 253,064
Sports Centre Maintenance & Rehab	2048	1	\$ 5,611	\$ 9,466
3212 - Road Asset Management Plan (RAMP)	2048	1	\$ 350,000	\$ 590,483
Water System Rehabilitation & Maintenance	2048	1	\$ 407,813	\$ 688,018
Car 2	2049	1	\$ 80,000	\$ 138,072
Car 3	2049	1	\$ 80,000	\$ 138,072
2 CPR Machines	2049	1	\$ 44,000	\$ 75,940
50 Bunker Gear	2049	1	\$ 462,000	\$ 797,365
Fleet Replacement - Pick up truck	2049	1	\$ 68,000	\$ 117,361
Equipment Replacement - mower, tractor, and zamboni	2049	1	\$ 177,000	\$ 305,484
Green Meadows Crescent	2049	1	\$ 90,000	\$ 155,331
Fleet Replacement - Pick up and tandem	2049	1	\$ 578,000	\$ 997,569
Fleet Replacement - Facility maintenance van	2049	1	\$ 123,000	\$ 212,285
RR254	2049	1	\$ 10,510,000	\$ 18,139,191
South Service Road	2049	1	\$ 3,850,000	\$ 6,644,709
TR244	2049	1	\$ 3,690,000	\$ 6,368,565
TR244	2049	1	\$ 19,800,000	\$ 34,172,787
TR244	2049	1	\$ 300,000	\$ 517,769
GFT	2049	1	\$ 4,690,000	\$ 8,094,463
3212 - Road Asset Management Plan (RAMP)	2049	1	\$ 350,000	\$ 604,064
Water System Rehabilitation & Maintenance	2049	1	\$ 407,813	\$ 703,843
26 Nozzles	2050	1	\$ 49,000	\$ 86,514
15 Power Saws	2050	1	\$ 28,000	\$ 49,437
Equipment Replacement - Grader	2050	1	\$ 775,000	\$ 1,368,335
Fleet Replacement - pick up trucks	2050	1	\$ 153,000	\$ 270,136
Playground Replacement - Dino Hill tot lot	2050	1	\$ 90,000	\$ 158,903
Equipment Replacement - 7 hot water tanks	2050	1	\$ 10,500	\$ 18,539
Equipment Replacement - SMB Rooftop units	2050	1	\$ 175,000	\$ 308,979
Arena Maintenance & Rehab	2050	1	\$ 2,000	\$ 3,531
Pool Maintenance & Rehab	2050	1	\$ 4,100	\$ 7,239
Sports Centre Maintenance & Rehab	2050	1	\$ 2,000	\$ 3,531
3212 - Road Asset Management Plan (RAMP)	2050	1	\$ 350,000	\$ 617,958
Cast Iron and Asbestos Concrete Pipes Replacement	2050	1	\$ 2,610,000	\$ 4,608,200
Water System Rehabilitation & Maintenance	2050	1	\$ 407,813	\$ 720,031
Fleet Replacement - pick up truck and trailer	2051	1	\$ 449,000	\$ 810,985
Fleet Replacement - pick up truck and 1 ton truck	2051	1	\$ 188,000	\$ 339,566
Equipment Replacement - 2 mowers	2051	1	\$ 334,000	\$ 603,272
Playground Replacement - Strathmore Lakes	2051	1	\$ 90,000	\$ 162,558
3212 - Road Asset Management Plan (RAMP)	2051	1	\$ 350,000	\$ 632,171
Water System Rehabilitation & Maintenance	2051	1	\$ 407,813	\$ 736,592
2 RIT Packs	2052	1	\$ 24,000	\$ 44,346
Fleet Replacement - Pick up truck and 4 message board sign trailers	2052	1	\$ 209,000	\$ 386,179
Equipment Replacement - Street sweeper	2052	1	\$ 417,000	\$ 770,510

Fleet Replacement - Pick up truck	2052	1	\$ 68,000	\$ 125,647
Playground Replacement - Strathmore Lakes Bend	2052	1	\$ 90,000	\$ 166,297
Pool Maintenance & Rehab	2052	1	\$ 750,000	\$ 1,385,809
3212 - Road Asset Management Plan (RAMP)	2052	1	\$ 350,000	\$ 646,711
SWMF #10	2052	1	\$ 1,390,000	\$ 2,568,366
SWMF #10 Outfall	2052	1	\$ 80,000	\$ 147,820
Trunk J.2	2052	1	\$ 750,000	\$ 1,385,809
East Reservoir and Pumphouse Construction	2052	1	\$ 52,700,000	\$ 97,376,178
East Reservoir 600 mm Supply Main (Esupply.1)	2052	1	\$ 6,950,000	\$ 12,841,830
Water System Rehabilitation & Maintenance	2052	1	\$ 407,813	\$ 753,534
Fleet Replacement - 1 pick up, 1 - 1 ton	2053	1	\$ 228,000	\$ 430,976
Equipment Replacement - hydrovac	2053	1	\$ 250,000	\$ 472,561
Fleet Replacement - pick up truck	2053	1	\$ 68,000	\$ 128,537
Equipment Replacement - zero turn mower	2053	1	\$ 18,000	\$ 34,024
Playground Replacement - Westlake Circle	2053	1	\$ 90,000	\$ 170,122
Sports Centre Maintenance & Rehab	2053	1	\$ 87,177	\$ 164,786
3212 - Road Asset Management Plan (RAMP)	2053	1	\$ 350,000	\$ 661,585
Water System Rehabilitation & Maintenance	2053	1	\$ 407,813	\$ 770,865
Fleet Replacement - pick up truck, plow truck and tandem trailer.	2054	1	\$ 794,000	\$ 1,535,373
Equipment Replacement - Loader, skid steer, grader with wing	2054	1	\$ 1,431,000	\$ 2,767,152
Fleet Replacement - Pick up trucks (one with Tommy Gate), bucket truck, w	2054	1	\$ 560,000	\$ 1,082,883
Equipment Replacement - Mowers and trackless	2054	1	\$ 450,000	\$ 870,174
Playground Replacement - Wheeler Park	2054	1	\$ 90,000	\$ 174,035
Fleet Replacement - Administrative van	2054	1	\$ 86,000	\$ 166,300
RR254	2054	1	\$ -	\$ -
TR244	2054	1	\$ -	\$ -
GFT	2054	1	\$ 2,680,000	\$ 5,182,367
GFT	2054	1	\$ 43,500,000	\$ 84,116,779
GFT	2054	1	\$ 865,000	\$ 1,672,667
Hwy 1	2054	1	\$ 43,310,000	\$ 83,749,372
RR254	2054	1	\$ -	\$ -
3212 - Road Asset Management Plan (RAMP)	2054	1	\$ 350,000	\$ 676,802
Hwy 817	2054	1	\$ 3,280,000	\$ 6,342,599
Water System Rehabilitation & Maintenance	2054	1	\$ 407,813	\$ 788,595
Equipment Replacement - Tandem Snow plow	2055	1	\$ 470,000	\$ 929,751
Equipment Replacement - Snow blower	2055	1	\$ 105,000	\$ 207,710
Fleet Replacement - Water truck	2055	1	\$ 157,000	\$ 310,577
Playground Replacement - Maple Garden	2055	1	\$ 90,000	\$ 178,038
Roof upgrades	2055	1	\$ 500,000	\$ 989,097
3212 - Road Asset Management Plan (RAMP)	2055	1	\$ 350,000	\$ 692,368
Water System Rehabilitation & Maintenance	2055	1	\$ 407,813	\$ 806,732
Fleet Replacement - Sign truck and pick up truck	2056	1	\$ 151,000	\$ 305,578
Equipment Replacement - Excavator	2056	1	\$ 168,000	\$ 339,980
Fleet Replacement - Pick up truck	2056	1	\$ 169,000	\$ 342,004
Equipment replacement - UTV, Skid steer and mower	2056	1	\$ 272,000	\$ 550,445
Kinsmen splash park replacement	2056	1	\$ 500,000	\$ 1,011,847
New Twin Ice Arena	2056	1	\$ 85,000,000	\$ 172,013,911
Sports Centre Maintenance & Rehab	2056	1	\$ 100,000	\$ 202,369
3212 - Road Asset Management Plan (RAMP)	2056	1	\$ 350,000	\$ 708,293
Water System Rehabilitation & Maintenance	2056	1	\$ 407,813	\$ 825,287

APPENDIX C - CAPITAL FINANCING PLAN DETAILS

Administration

Administration	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 608,033
2028	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 324,392
2029	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 87,618
2030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,670
2031	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,818
2032	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 89,113
2033	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 93,562
2034	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 98,168
2035	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2039	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2041	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2042	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2043	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2047	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2048	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2049	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2051	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2052	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2053	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2054	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2055	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2056	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,466,374

Council¹⁶

Council	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2027	\$ 523,265	\$ -	\$ -	\$ -	\$ -	\$ -
2028	\$ 535,300	\$ -	\$ -	\$ -	\$ -	\$ -
2029	\$ 547,611	\$ -	\$ -	\$ -	\$ -	\$ -
2030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 560,207
2031	\$ 573,091	\$ -	\$ -	\$ -	\$ -	\$ -
2032	\$ 586,272	\$ -	\$ -	\$ -	\$ -	\$ -
2033	\$ 599,757	\$ -	\$ -	\$ -	\$ -	\$ -
2034	\$ 613,551	\$ -	\$ -	\$ -	\$ -	\$ -
2035	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2039	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2041	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2042	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2043	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2047	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2048	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2049	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2051	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2052	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2053	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2054	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2055	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2056	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 3,978,847	\$ -	\$ -	\$ -	\$ -	\$ 560,207

¹⁶ Capital projects labelled as “Council” in Year’s 1-10 align with the Town’s current 10-year capital plan. Beyond year 10, “capital priority projects” stem solely from specific departments, and are labelled as such.

Fire

Fire	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 156,979
2028	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,184,083
2029	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,026,162
2030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,010
2031	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 383,971
2032	\$ -	23,450,896	\$ -	\$ -	\$ -	\$ 410,391
2033	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,019,586
2034	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2035	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 271,150
2036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 436,628
2037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 136,629
2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,771,126
2039	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 915,658
2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 313,647
2041	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2042	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2043	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 233,395
2044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,588,166
2045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 64,609
2046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,127,448
2047	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 626,682
2048	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,243,837
2049	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,149,449
2050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 135,951
2051	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2052	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,346
2053	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2054	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2055	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2056	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ 23,450,896	\$ -	\$ -	\$ -	\$ 20,267,903

Fleet¹⁷

Fleet	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2028	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2029	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2031	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2032	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2033	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2034	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2035	\$ 2,230,713	\$ -	\$ -	\$ -	\$ -	\$ -
2036	\$ 1,284,198	\$ -	\$ -	\$ -	\$ -	\$ 1,177,610
2037	\$ 874,946	\$ -	\$ -	\$ -	\$ -	\$ 1,128,498
2038	\$ 1,181,333	\$ -	\$ -	\$ -	\$ -	\$ 399,153
2039	\$ 2,038,920	\$ -	\$ -	\$ -	\$ -	\$ -
2040	\$ 1,619,564	\$ 42,194,492	\$ -	\$ -	\$ -	\$ -
2041	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,713,649
2042	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,153,989
2043	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 984,780
2044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,254,347
2045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,634,808
2046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,515,362
2047	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,441,370
2048	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,651,666
2049	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,788,030
2050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,124,892
2051	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,916,381
2052	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,448,633
2053	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,236,220
2054	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,595,917
2055	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,615,173
2056	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,549,854
	\$ 9,229,674	\$ 42,194,492	\$ -	\$ -	\$ -	\$ 39,330,332

¹⁷ Fleet-related purchases are also embedded within other department capital plans.

Recreation & Culture

Recreation & Culture	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 644,662
2028	\$ 329,745	\$ -	\$ -	\$ -	\$ -	\$ 174,508
2029	\$ 268,329	\$ -	\$ -	\$ -	\$ -	\$ 189,474
2030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 406,709
2031	\$ 598,307	\$ -	\$ -	\$ -	\$ -	\$ 212,044
2032	\$ 79,733	\$ -	\$ -	\$ -	\$ -	\$ 182,917
2033	\$ 103,158	\$ -	\$ -	\$ -	\$ -	\$ 193,122
2034	\$ 446,665	\$ -	\$ -	\$ -	\$ -	\$ 1,314,226
2035	\$ -	\$ 5,021,302	\$ -	\$ -	\$ -	\$ 6,895,657
2036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,109
2037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 97,347
2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,802,942
2039	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 577,781
2040	\$ -	\$ -	\$ -	\$ 1,406,483	\$ -	\$ 3,186,092
2041	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,758,253
2042	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 173,141
2043	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,517
2044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,008
2045	\$ 10,000,000	\$ 59,312,890	\$ -	\$ -	\$ -	\$ 1,610,637
2046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,612
2047	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2048	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 262,530
2049	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,301
2051	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2052	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,385,809
2053	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 164,786
2054	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2055	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2056	\$ 21,000,000	\$ 108,010,433	\$ -	\$ -	\$ 36,003,478	\$ 7,202,369
	\$ 32,825,937	\$ 172,344,625	\$ -	\$ 1,406,483	\$ 36,003,478	\$ 33,525,553

Roads

Roads	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2027	\$ 802,689	\$ -	\$ -	\$ -	\$ -	\$ 575,591
2028	\$ 601,677	\$ 16,722,713	\$ 560,994	\$ 72,826,252	\$ -	\$ 2,372,680
2029	\$ 822,512	\$ -	\$ -	\$ -	\$ -	\$ 602,373
2030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,635,804
2031	\$ 170,781	\$ -	\$ 401,164	\$ -	\$ -	\$ 630,401
2032	\$ 792,639	\$ -	\$ -	\$ -	\$ -	\$ 644,900
2033	\$ 633,343	\$ -	\$ -	\$ -	\$ -	\$ 659,733
2034	\$ 61,355	\$ 3,477,058	\$ 732,580	\$ 13,908,231	\$ -	\$ 1,847,081
2035	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 439,364
2036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 449,469
2037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 459,807
2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 470,383
2039	\$ -	\$ 2,882,450	\$ -	\$ 24,607,480	\$ 6,448,100	\$ 4,200,621
2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 492,269
2041	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 503,591
2042	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 515,174
2043	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 527,023
2044	\$ -	\$ 6,670,963	\$ -	\$ 60,642,960	\$ -	\$ 9,028,921
2045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 551,545
2046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 564,230
2047	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 577,208
2048	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 590,483
2049	\$ -	\$ 1,722,446	\$ -	\$ 51,894,311	\$ 9,069,596	\$ 11,855,195
2050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 617,958
2051	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 632,171
2052	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 646,711
2053	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 661,585
2054	\$ -	\$ 18,614,157	\$ -	\$ 134,456,627	\$ -	\$ 28,669,802
2055	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 692,368
2056	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 708,293
	\$ 3,884,996	\$ 50,089,787	\$ 1,694,738	\$ 358,335,862	\$ 15,517,695	\$ 72,822,734

Stormwater

Stormwater	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2028	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2029	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2031	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2032	\$ -	\$ -	\$ -	\$ 22,618,390	\$ -	\$ -
2033	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2034	\$ -	\$ -	\$ 2,576,914	\$ -	\$ -	\$ -
2035	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2037	\$ -	\$ -	\$ -	\$ 7,580,248	\$ -	\$ -
2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2039	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2041	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2042	\$ -	\$ -	\$ -	\$ 11,289,668	\$ -	\$ -
2043	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2047	\$ -	\$ -	\$ -	\$ 4,733,102	\$ -	\$ -
2048	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2049	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2051	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2052	\$ -	\$ -	\$ -	\$ 2,716,186	\$ -	\$ -
2053	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2054	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2055	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2056	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ 2,576,914	\$ 48,937,594	\$ -	\$ -

Wastewater

Wastewater	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2027	\$ -	\$ -	\$ 512,799	\$ -	\$ -	\$ -
2028	\$ -	\$ -	\$ 503,182	\$ -	\$ -	\$ -
2029	\$ -	\$ -	\$ 1,149,983	\$ -	\$ -	\$ -
2030	\$ -	\$ -	\$ 1,083,310	\$ 734,000	\$ -	\$ -
2031	\$ -	\$ -	\$ 905,485	\$ -	\$ -	\$ -
2032	\$ -	\$ -	\$ 785,605	\$ 58,580,337	\$ -	\$ -
2033	\$ -	\$ -	\$ 383,844	\$ -	\$ -	\$ -
2034	\$ -	\$ -	\$ 727,671	\$ -	\$ -	\$ -
2035	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2039	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2041	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2042	\$ -	\$ -	\$ -	\$ 1,648,556	\$ -	\$ -
2043	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2047	\$ -	\$ -	\$ -	\$ 1,253,365	\$ -	\$ -
2048	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2049	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2051	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2052	\$ -	\$ -	\$ -	\$ 1,385,809	\$ -	\$ -
2053	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2054	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2055	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2056	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ 6,051,879	\$ 63,602,067	\$ -	\$ -

Water

Water	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2027	\$ -	\$ -	\$ 950,053	\$ -	\$ -	\$ -
2028	\$ -	\$ -	\$ 436,604	\$ -	\$ -	\$ 331,886
2029	\$ -	\$ -	\$ 446,646	\$ -	\$ -	\$ 1,314,268
2030	\$ -	\$ -	\$ 3,381,196	\$ -	\$ -	\$ 647,599
2031	\$ -	\$ -	\$ 1,728,229	\$ -	\$ -	\$ -
2032	\$ -	\$ -	\$ 1,903,992	\$ 11,497,974	\$ -	\$ 5,223,687
2033	\$ -	\$ -	\$ 561,148	\$ -	\$ -	\$ 1,679,319
2034	\$ -	\$ -	\$ 500,428	\$ -	\$ -	\$ -
2035	\$ -	\$ -	\$ 3,788,336	\$ -	\$ -	\$ -
2036	\$ -	\$ -	\$ 523,712	\$ -	\$ -	\$ -
2037	\$ -	\$ -	\$ 535,757	\$ 2,866,568	\$ -	\$ -
2038	\$ -	\$ -	\$ 548,080	\$ -	\$ -	\$ -
2039	\$ -	\$ -	\$ 560,686	\$ -	\$ -	\$ -
2040	\$ -	\$ -	\$ 4,244,502	\$ -	\$ -	\$ -
2041	\$ -	\$ -	\$ 586,774	\$ -	\$ -	\$ -
2042	\$ -	\$ -	\$ 600,270	\$ 1,957,661	\$ -	\$ -
2043	\$ -	\$ -	\$ 614,076	\$ -	\$ -	\$ -
2044	\$ -	\$ -	\$ 628,199	\$ -	\$ -	\$ -
2045	\$ -	\$ -	\$ 4,755,596	\$ -	\$ -	\$ -
2046	\$ -	\$ -	\$ 657,429	\$ -	\$ -	\$ -
2047	\$ -	\$ -	\$ 672,550	\$ 214,391	\$ -	\$ -
2048	\$ -	\$ -	\$ 688,018	\$ -	\$ -	\$ -
2049	\$ -	\$ -	\$ 703,843	\$ -	\$ -	\$ -
2050	\$ -	\$ -	\$ 5,328,231	\$ -	\$ -	\$ -
2051	\$ -	\$ -	\$ 736,592	\$ -	\$ -	\$ -
2052	\$ -	\$ -	\$ 20,228,770	\$ 90,742,772	\$ -	\$ -
2053	\$ -	\$ -	\$ 770,865	\$ -	\$ -	\$ -
2054	\$ -	\$ -	\$ 788,595	\$ -	\$ -	\$ -
2055	\$ -	\$ -	\$ 806,732	\$ -	\$ -	\$ -
2056	\$ -	\$ -	\$ 825,287	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ 59,501,196	\$ 107,279,366	\$ -	\$ 9,196,759

APPENDIX D – OPERATING PLAN DETAILS

Staff Increases

The tables below summarize the staff increases, expressed in Full Time Equivalents (FTEs), that are used to support the municipal operations from 2027 to 2056. These staff increases are “embedded” into program expenditure forecasts described further below.

	1	2	3	4	5	6	7	8	9	10
	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Area	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total
Administration	24.02	25.85	27.66	28.93	30.20	31.48	32.74	34.00	35.26	36.51
Municipal Enforcement	4.25	4.62	4.98	5.24	5.50	5.75	6.01	6.26	6.52	6.77
Common Services	17.35	18.86	20.35	21.40	22.45	23.50	24.55	25.58	26.62	27.66
Recreation	32.19	32.19	32.19	32.19	32.19	32.19	32.19	32.19	32.19	32.19
Council	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Stormwater	1.43	1.56	1.68	1.77	1.85	1.94	2.03	2.11	2.20	2.28
Executive	9.37	9.92	10.47	10.86	11.24	11.63	12.01	12.39	12.78	13.16
General	-	-	-	-	-	-	-	-	-	-
FCSS & Community Development	5.31	5.77	6.23	6.55	6.87	7.19	7.51	7.83	8.15	8.46
Fire Services	18.25	18.25	18.25	18.25	18.25	18.25	18.25	18.25	18.25	18.25
Community Facilities	2.76	2.76	2.76	2.76	2.76	2.76	2.76	2.76	2.76	2.76
Planning and Development	6.37	6.92	7.47	7.86	8.24	8.63	9.01	9.39	9.78	10.16
Police and Emergency Services	8.23	8.94	9.65	10.15	10.65	11.15	11.64	12.13	12.63	13.12
Roads	8.07	8.77	9.46	9.95	10.44	10.93	11.42	11.90	12.38	12.86
Wastewater	2.02	2.19	2.37	2.49	2.61	2.73	2.85	2.97	3.10	3.22
Solid Waste	0.80	0.87	0.93	0.98	1.03	1.08	1.13	1.17	1.22	1.27
Water	2.34	2.54	2.74	2.88	3.02	3.16	3.30	3.44	3.58	3.72
Cemetery	1.11	1.21	1.31	1.37	1.44	1.51	1.58	1.64	1.71	1.78
Director of IODS	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Director of CPS	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60
Total FTE's	155.47	162.83	170.10	175.22	180.35	185.48	190.58	195.66	200.72	205.77

	11	12	13	14	15	16	17	18	19	20
	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046
Area	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total
Administration	37.76	38.99	40.22	41.45	42.69	43.95	44.54	45.02	45.49	45.98
Municipal Enforcement	7.02	7.27	7.52	7.77	8.02	8.27	8.39	8.49	8.58	8.68
Common Services	28.68	29.70	30.72	31.73	32.76	33.79	34.28	34.67	35.07	35.47
Recreation	32.19	32.19	32.19	32.19	32.19	32.19	32.19	32.19	32.19	32.19
Council	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Stormwater	2.37	2.45	2.54	2.62	2.71	2.79	2.83	2.86	2.90	2.93
Executive	13.53	13.91	14.28	14.65	15.03	15.41	15.59	15.73	15.88	16.02
General	-	-	-	-	-	-	-	-	-	-
FCSS & Community Development	8.78	9.09	9.40	9.71	10.02	10.34	10.49	10.61	10.73	10.85
Fire Services	18.25	18.25	18.25	18.25	18.25	18.25	18.25	18.25	18.25	18.25
Community Facilities	2.76	2.76	2.76	2.76	2.76	2.76	2.76	2.76	2.76	2.76
Planning and Development	10.53	10.91	11.28	11.65	12.03	12.41	12.59	12.73	12.88	13.02
Police and Emergency Services	13.60	14.09	14.57	15.05	15.54	16.03	16.26	16.45	16.63	16.82
Roads	13.34	13.82	14.29	14.76	15.24	15.72	15.95	16.13	16.31	16.50
Wastewater	3.34	3.45	3.57	3.69	3.81	3.93	3.99	4.03	4.08	4.12
Solid Waste	1.32	1.36	1.41	1.46	1.50	1.55	1.57	1.59	1.61	1.63
Water	3.86	4.00	4.14	4.27	4.41	4.55	4.62	4.67	4.72	4.78
Cemetery	1.84	1.91	1.97	2.04	2.10	2.17	2.20	2.23	2.25	2.28
Director of IODS	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Director of CPS	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60
Total FTE's	210.78	215.76	220.70	225.67	230.66	235.72	238.10	240.01	241.93	243.90

	21	22	23	24	25	26	27	28	29	30
	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056
Area	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total
Administration	46.48	46.99	47.50	48.03	48.57	49.12	49.68	50.26	50.85	51.45
Municipal Enforcement	8.78	8.89	8.99	9.10	9.21	9.32	9.43	9.55	9.67	9.79
Common Services	35.88	36.30	36.73	37.16	37.61	38.06	38.53	39.00	39.49	39.98
Recreation	32.19	32.19	32.19	32.19	32.19	32.19	32.19	32.19	32.19	32.19
Council	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Stormwater	2.96	3.00	3.03	3.07	3.11	3.14	3.18	3.22	3.26	3.30
Executive	16.18	16.33	16.49	16.65	16.81	16.98	17.15	17.32	17.50	17.68
General	-	-	-	-	-	-	-	-	-	-
FCSS & Community Development	10.98	11.11	11.24	11.37	11.51	11.65	11.79	11.93	12.08	12.24
Fire Services	18.25	18.25	18.25	18.25	18.25	18.25	18.25	18.25	18.25	18.25
Community Facilities	2.76	2.76	2.76	2.76	2.76	2.76	2.76	2.76	2.76	2.76
Planning and Development	13.18	13.33	13.49	13.65	13.81	13.98	14.15	14.32	14.50	14.68
Police and Emergency Services	17.02	17.22	17.42	17.63	17.84	18.05	18.27	18.50	18.73	18.96
Roads	16.69	16.88	17.08	17.28	17.49	17.70	17.92	18.14	18.37	18.60
Wastewater	4.17	4.22	4.27	4.32	4.37	4.43	4.48	4.54	4.59	4.65
Solid Waste	1.65	1.67	1.69	1.71	1.73	1.75	1.77	1.79	1.81	1.84
Water	4.83	4.89	4.94	5.00	5.06	5.12	5.19	5.25	5.32	5.38
Cemetery	2.31	2.33	2.36	2.39	2.42	2.45	2.48	2.51	2.54	2.57
Director of IODS	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Director of CPS	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60
Total FTE's	245.90	247.94	250.02	252.15	254.31	256.54	258.81	261.13	263.51	265.93

Program Expenditures

The tables below outline the forecast expenditure details and from 2027 to 2056.

	1	2	3	4	5
	2027	2028	2029	2030	2031
Administration	\$ 4,752,820	\$ 5,233,547	\$ 5,729,276	\$ 6,131,276	\$ 6,549,719
Municipal Enforcement	\$ 604,367	\$ 672,028	\$ 741,817	\$ 797,993	\$ 856,503
Common Services	\$ 2,386,134	\$ 2,653,270	\$ 2,928,805	\$ 3,150,598	\$ 3,381,604
Recreation	\$ 4,180,465	\$ 4,276,615	\$ 4,374,978	\$ 4,504,061	\$ 4,607,654
Council	\$ 540,532	\$ 552,964	\$ 565,683	\$ 578,693	\$ 592,003
Stormwater	\$ 456,581	\$ 507,697	\$ 560,420	\$ 602,860	\$ 647,062
Executive	\$ 1,756,372	\$ 1,891,312	\$ 2,030,360	\$ 2,145,844	\$ 2,265,817
General	-\$ 114,168	-\$ 95,019	-\$ 75,198	-\$ 61,084	-\$ 46,225
FCSS & Community Development	\$ 1,287,885	\$ 1,426,678	\$ 1,569,824	\$ 1,685,360	\$ 1,805,668
Fire Services	\$ 2,602,508	\$ 2,662,366	\$ 2,723,600	\$ 2,786,243	\$ 2,850,327
Community Facilities	\$ 1,001,110	\$ 1,024,135	\$ 1,047,690	\$ 1,071,787	\$ 1,096,438
Planning and Development	\$ 956,387	\$ 1,063,458	\$ 1,173,895	\$ 1,262,792	\$ 1,355,381
Police and Emergency Services	\$ 4,034,671	\$ 4,486,367	\$ 4,952,264	\$ 5,327,289	\$ 5,717,893
Roads	\$ 2,502,251	\$ 2,782,387	\$ 3,071,331	\$ 3,303,917	\$ 3,546,164
Wastewater	\$ 3,601,980	\$ 4,005,234	\$ 4,421,167	\$ 4,755,973	\$ 5,104,688
Solid Waste	\$ 1,567,977	\$ 1,743,517	\$ 1,924,577	\$ 2,070,321	\$ 2,222,120
Water	\$ 2,923,053	\$ 3,250,299	\$ 3,587,834	\$ 3,859,533	\$ 4,142,519
Cemetery	\$ 135,230	\$ 150,369	\$ 165,985	\$ 178,554	\$ 191,646
Director of IODS	\$ 449,798	\$ 460,144	\$ 470,727	\$ 481,554	\$ 492,629
Director of CPS	\$ 250,539	\$ 256,301	\$ 262,196	\$ 268,227	\$ 274,396
Total Program Expenditures	\$ 35,876,492	\$ 39,003,672	\$ 42,227,231	\$ 44,901,791	\$ 47,654,007

	6	7	8	9	10
	2032	2033	2034	2035	2036
Administration	\$ 6,983,361	\$ 7,432,532	\$ 7,896,893	\$ 8,377,841	\$ 8,876,120
Municipal Enforcement	\$ 917,165	\$ 980,027	\$ 1,045,039	\$ 1,112,400	\$ 1,182,218
Common Services	\$ 3,621,109	\$ 3,869,298	\$ 4,125,972	\$ 4,391,925	\$ 4,667,578
Recreation	\$ 4,713,630	\$ 4,822,043	\$ 4,932,950	\$ 5,046,408	\$ 5,162,476
Council	\$ 605,619	\$ 619,549	\$ 633,798	\$ 648,376	\$ 663,288
Stormwater	\$ 692,891	\$ 740,381	\$ 789,495	\$ 840,385	\$ 893,130
Executive	\$ 2,389,968	\$ 2,518,389	\$ 2,651,001	\$ 2,788,166	\$ 2,930,081
General	-\$ 30,696	-\$ 14,485	\$ 2,384	\$ 19,987	\$ 38,363
FCSS & Community Development	\$ 1,930,382	\$ 2,059,598	\$ 2,193,214	\$ 2,331,639	\$ 2,475,091
Fire Services	\$ 2,915,884	\$ 2,982,950	\$ 3,051,558	\$ 3,121,743	\$ 3,193,543
Community Facilities	\$ 1,121,656	\$ 1,147,454	\$ 1,173,846	\$ 1,200,844	\$ 1,228,464
Planning and Development	\$ 1,451,378	\$ 1,550,854	\$ 1,653,732	\$ 1,760,329	\$ 1,870,813
Police and Emergency Services	\$ 6,122,868	\$ 6,542,526	\$ 6,976,531	\$ 7,426,227	\$ 7,892,323
Roads	\$ 3,797,325	\$ 4,057,591	\$ 4,326,756	\$ 4,605,651	\$ 4,894,718
Wastewater	\$ 5,466,232	\$ 5,840,885	\$ 6,228,346	\$ 6,629,814	\$ 7,045,925
Solid Waste	\$ 2,379,504	\$ 2,542,594	\$ 2,711,259	\$ 2,886,023	\$ 3,067,160
Water	\$ 4,435,917	\$ 4,739,953	\$ 5,054,382	\$ 5,380,179	\$ 5,717,859
Cemetery	\$ 205,220	\$ 219,285	\$ 233,832	\$ 248,904	\$ 264,526
Director of IODS	\$ 503,960	\$ 515,551	\$ 527,408	\$ 539,539	\$ 551,948
Director of CPS	\$ 280,707	\$ 287,163	\$ 293,768	\$ 300,525	\$ 307,437
Total Program Expenditures	\$ 50,504,080	\$ 53,454,139	\$ 56,502,163	\$ 59,656,905	\$ 62,923,061

	11	12	13	14	15
	2037	2038	2039	2040	2041
Administration	\$ 9,390,440	\$ 9,921,965	\$ 10,470,213	\$ 11,040,233	\$ 11,632,668
Municipal Enforcement	\$ 1,254,305	\$ 1,328,828	\$ 1,405,716	\$ 1,485,699	\$ 1,568,868
Common Services	\$ 4,952,188	\$ 5,246,416	\$ 5,549,983	\$ 5,865,767	\$ 6,194,131
Recreation	\$ 5,281,213	\$ 5,402,681	\$ 5,526,942	\$ 5,654,062	\$ 5,784,105
Council	\$ 678,544	\$ 694,150	\$ 710,116	\$ 726,449	\$ 743,157
Stormwater	\$ 947,590	\$ 1,003,890	\$ 1,061,976	\$ 1,122,401	\$ 1,185,233
Executive	\$ 3,076,427	\$ 3,227,507	\$ 3,383,207	\$ 3,544,820	\$ 3,712,519
General	\$ 57,430	\$ 77,251	\$ 97,791	\$ 119,341	\$ 141,931
FCSS & Community Development	\$ 2,623,188	\$ 2,776,272	\$ 2,934,199	\$ 3,098,451	\$ 3,269,216
Fire Services	\$ 3,266,995	\$ 3,342,136	\$ 3,419,005	\$ 3,497,642	\$ 3,578,088
Community Facilities	\$ 1,256,718	\$ 1,285,623	\$ 1,315,192	\$ 1,345,442	\$ 1,376,387
Planning and Development	\$ 1,984,888	\$ 2,102,818	\$ 2,224,490	\$ 2,351,060	\$ 2,482,671
Police and Emergency Services	\$ 8,373,565	\$ 8,871,071	\$ 9,384,366	\$ 9,918,320	\$ 10,473,545
Roads	\$ 5,193,179	\$ 5,501,725	\$ 5,820,064	\$ 6,151,216	\$ 6,495,559
Wastewater	\$ 7,475,558	\$ 7,919,709	\$ 8,377,956	\$ 8,854,647	\$ 9,350,329
Solid Waste	\$ 3,254,183	\$ 3,447,526	\$ 3,647,006	\$ 3,854,514	\$ 4,070,289
Water	\$ 6,066,511	\$ 6,426,945	\$ 6,798,819	\$ 7,185,660	\$ 7,587,912
Cemetery	\$ 280,656	\$ 297,331	\$ 314,535	\$ 332,432	\$ 351,041
Director of IODS	\$ 564,643	\$ 577,630	\$ 590,915	\$ 604,506	\$ 618,410
Director of CPS	\$ 314,508	\$ 321,742	\$ 329,142	\$ 336,712	\$ 344,456
Total Program Expenditures	\$ 66,292,729	\$ 69,773,215	\$ 73,361,635	\$ 77,089,373	\$ 80,960,516

	16	17	18	19	20
	2042	2043	2044	2045	2046
Administration	\$ 12,251,025	\$ 12,702,331	\$ 13,132,628	\$ 13,577,554	\$ 14,039,259
Municipal Enforcement	\$ 1,655,730	\$ 1,718,351	\$ 1,777,869	\$ 1,839,441	\$ 1,903,376
Common Services	\$ 6,537,075	\$ 6,784,313	\$ 7,019,299	\$ 7,262,393	\$ 7,514,820
Recreation	\$ 5,917,140	\$ 6,053,234	\$ 6,192,458	\$ 6,687,081	\$ 8,886,884
Council	\$ 760,249	\$ 777,735	\$ 795,623	\$ 813,922	\$ 832,643
Stormwater	\$ 1,250,854	\$ 1,298,163	\$ 1,343,126	\$ 1,389,642	\$ 1,437,943
Executive	\$ 3,887,205	\$ 4,019,765	\$ 4,147,384	\$ 4,279,143	\$ 4,415,599
General	\$ 165,763	\$ 179,515	\$ 191,743	\$ 204,529	\$ 217,994
FCSS & Community Development	\$ 3,447,523	\$ 3,576,648	\$ 3,699,516	\$ 3,826,602	\$ 3,958,534
Fire Services	\$ 3,660,384	\$ 3,744,573	\$ 3,830,698	\$ 3,918,804	\$ 4,008,936
Community Facilities	\$ 1,408,044	\$ 1,440,429	\$ 1,473,559	\$ 1,507,450	\$ 1,542,122
Planning and Development	\$ 2,620,127	\$ 2,719,222	\$ 2,813,407	\$ 2,910,842	\$ 3,012,017
Police and Emergency Services	\$ 11,053,423	\$ 11,471,473	\$ 11,868,806	\$ 12,279,850	\$ 12,706,674
Roads	\$ 6,855,192	\$ 7,114,461	\$ 7,360,882	\$ 7,615,807	\$ 7,880,517
Wastewater	\$ 9,868,019	\$ 10,241,236	\$ 10,595,957	\$ 10,962,920	\$ 11,343,969
Solid Waste	\$ 4,295,645	\$ 4,458,109	\$ 4,612,523	\$ 4,772,266	\$ 4,938,140
Water	\$ 8,008,024	\$ 8,310,894	\$ 8,598,755	\$ 8,896,550	\$ 9,205,777
Cemetery	\$ 370,477	\$ 384,489	\$ 397,806	\$ 411,583	\$ 425,889
Director of IODS	\$ 632,633	\$ 647,184	\$ 662,069	\$ 677,297	\$ 692,875
Director of CPS	\$ 352,379	\$ 360,484	\$ 368,775	\$ 377,257	\$ 385,933
Total Program Expenditures	\$ 84,996,911	\$ 88,002,609	\$ 90,882,884	\$ 96,210,935	\$ 99,349,901

	21	22	23	24	25
	2047	2048	2049	2050	2051
Administration	\$ 14,517,385	\$ 15,013,802	\$ 15,528,459	\$ 16,062,290	\$ 16,616,315
Municipal Enforcement	\$ 1,969,622	\$ 2,038,447	\$ 2,109,843	\$ 2,183,943	\$ 2,260,892
Common Services	\$ 7,776,368	\$ 8,048,100	\$ 8,329,981	\$ 8,622,538	\$ 8,926,347
Recreation	\$ 9,091,282	\$ 9,300,382	\$ 9,514,291	\$ 9,733,119	\$ 9,956,981
Council	\$ 851,793	\$ 871,385	\$ 891,426	\$ 911,929	\$ 932,904
Stormwater	\$ 1,487,990	\$ 1,539,985	\$ 1,593,922	\$ 1,649,903	\$ 1,708,036
Executive	\$ 4,556,669	\$ 4,702,842	\$ 4,854,113	\$ 5,010,730	\$ 5,172,965
General	\$ 232,108	\$ 246,974	\$ 262,583	\$ 278,980	\$ 296,219
FCSS & Community Development	\$ 4,095,206	\$ 4,237,166	\$ 4,384,396	\$ 4,537,169	\$ 4,695,783
Fire Services	\$ 4,101,142	\$ 4,195,468	\$ 4,291,964	\$ 4,390,679	\$ 4,491,665
Community Facilities	\$ 1,577,591	\$ 1,613,875	\$ 1,650,994	\$ 1,688,967	\$ 1,727,813
Planning and Development	\$ 3,116,848	\$ 3,225,761	\$ 3,338,742	\$ 3,456,002	\$ 3,577,772
Police and Emergency Services	\$ 13,148,920	\$ 13,608,388	\$ 14,085,014	\$ 14,579,694	\$ 15,093,399
Roads	\$ 8,154,793	\$ 8,439,749	\$ 8,735,347	\$ 9,042,140	\$ 9,360,734
Wastewater	\$ 11,738,788	\$ 12,148,981	\$ 12,574,492	\$ 13,016,121	\$ 13,474,735
Solid Waste	\$ 5,110,009	\$ 5,288,569	\$ 5,473,799	\$ 5,666,044	\$ 5,865,683
Water	\$ 9,526,177	\$ 9,859,054	\$ 10,204,362	\$ 10,562,749	\$ 10,934,921
Cemetery	\$ 440,712	\$ 456,111	\$ 472,087	\$ 488,667	\$ 505,885
Director of IODS	\$ 708,811	\$ 725,113	\$ 741,791	\$ 758,852	\$ 776,306
Director of CPS	\$ 394,810	\$ 403,891	\$ 413,180	\$ 422,683	\$ 432,405
Total Program Expenditures	\$ 102,597,024	\$ 105,964,044	\$ 109,450,785	\$ 113,063,199	\$ 116,807,759

	26	27	28	29	30
	2052	2053	2054	2055	2056
Administration	\$ 17,191,965	\$ 17,789,876	\$ 18,410,850	\$ 19,055,289	\$ 19,724,658
Municipal Enforcement	\$ 2,340,898	\$ 2,424,049	\$ 2,510,460	\$ 2,600,188	\$ 2,693,443
Common Services	\$ 9,242,220	\$ 9,570,514	\$ 9,911,679	\$ 10,265,940	\$ 10,634,124
Recreation	\$ 10,185,992	\$ 10,420,270	\$ 10,659,936	\$ 10,905,114	\$ 12,370,148
Council	\$ 954,360	\$ 976,311	\$ 998,766	\$ 1,021,738	\$ 1,045,237
Stormwater	\$ 1,768,477	\$ 1,831,296	\$ 1,896,577	\$ 1,964,364	\$ 2,034,815
Executive	\$ 5,341,192	\$ 5,515,585	\$ 5,696,359	\$ 5,883,629	\$ 6,077,778
General	\$ 314,375	\$ 333,478	\$ 353,565	\$ 374,654	\$ 396,819
FCSS & Community Development	\$ 4,860,655	\$ 5,031,971	\$ 5,209,964	\$ 5,394,751	\$ 5,586,758
Fire Services	\$ 4,594,973	\$ 4,700,657	\$ 4,808,773	\$ 4,919,374	\$ 5,032,520
Community Facilities	\$ 1,767,553	\$ 1,808,207	\$ 1,849,796	\$ 1,892,341	\$ 1,935,865
Planning and Development	\$ 3,704,377	\$ 3,835,960	\$ 3,972,703	\$ 4,114,694	\$ 4,262,266
Police and Emergency Services	\$ 15,627,504	\$ 16,182,610	\$ 16,759,480	\$ 17,358,493	\$ 17,981,049
Roads	\$ 9,691,979	\$ 10,036,249	\$ 10,394,016	\$ 10,765,516	\$ 11,151,618
Wastewater	\$ 13,951,561	\$ 14,447,135	\$ 14,962,140	\$ 15,496,913	\$ 16,052,704
Solid Waste	\$ 6,073,250	\$ 6,288,979	\$ 6,513,165	\$ 6,745,957	\$ 6,987,898
Water	\$ 11,321,870	\$ 11,724,036	\$ 12,141,969	\$ 12,575,944	\$ 13,026,976
Cemetery	\$ 523,786	\$ 542,392	\$ 561,726	\$ 581,804	\$ 602,670
Director of IODS	\$ 794,161	\$ 812,427	\$ 831,112	\$ 850,228	\$ 869,783
Director of CPS	\$ 442,350	\$ 452,524	\$ 462,932	\$ 473,580	\$ 484,472
Total Program Expenditures	\$ 120,693,499	\$ 124,724,526	\$ 128,905,970	\$ 133,240,509	\$ 138,951,605

Program Revenues and Recoveries

The tables below outline the forecast revenue details and from 2027 to 2056.

	1	2	3	4	5
	2027	2028	2029	2030	2031
Administration	\$ 71,115	\$ 79,077	\$ 87,289	\$ 93,899	\$ 100,784
Municipal Enforcement	\$ 107,895	\$ 119,974	\$ 132,433	\$ 142,462	\$ 152,908
Common Services	\$ 46,336	\$ 51,523	\$ 56,874	\$ 61,181	\$ 65,667
Recreation	\$ 2,028,114	\$ 2,255,168	\$ 2,489,362	\$ 2,677,876	\$ 2,874,221
Council	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater	\$ 751,375	\$ 835,495	\$ 922,259	\$ 992,099	\$ 1,064,841
Executive	\$ -	\$ -	\$ -	\$ -	\$ -
General	\$ 4,488,363	\$ 4,990,851	\$ 5,509,138	\$ 5,926,334	\$ 6,360,860
FCSS & Community Development	\$ 539,697	\$ 600,118	\$ 662,439	\$ 712,604	\$ 764,853
Fire Services	\$ 95,561	\$ 106,259	\$ 117,294	\$ 126,176	\$ 135,428
Community Facilities	\$ 106,673	\$ 118,615	\$ 130,933	\$ 140,848	\$ 151,175
Planning and Development	\$ 651,148	\$ 724,046	\$ 799,236	\$ 859,761	\$ 922,800
Police and Emergency Services	\$ 893,606	\$ 993,648	\$ 1,096,836	\$ 1,179,897	\$ 1,266,408
Roads	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater	\$ 6,735,933	\$ 7,490,045	\$ 8,267,867	\$ 8,893,975	\$ 9,546,093
Solid Waste	\$ 1,560,088	\$ 1,734,745	\$ 1,914,894	\$ 2,059,905	\$ 2,210,939
Water	\$ 6,230,461	\$ 6,927,983	\$ 7,647,436	\$ 8,226,561	\$ 8,829,743
Cemetery	\$ 85,338	\$ 94,892	\$ 104,746	\$ 112,679	\$ 120,940
Director of IODS	\$ -	\$ -	\$ -	\$ -	\$ -
Director of CPS	\$ -	\$ -	\$ -	\$ -	\$ -
Total Program Revenues & Recoveries	\$ 24,391,702	\$ 27,122,440	\$ 29,939,033	\$ 32,206,256	\$ 34,567,660

	6	7	8	9	10
	2032	2033	2034	2035	2036
Administration	\$ 107,922	\$ 115,319	\$ 122,968	\$ 130,895	\$ 139,110
Municipal Enforcement	\$ 163,737	\$ 174,960	\$ 186,566	\$ 198,592	\$ 211,056
Common Services	\$ 70,318	\$ 75,137	\$ 80,122	\$ 85,286	\$ 90,639
Recreation	\$ 3,077,791	\$ 3,288,741	\$ 3,506,903	\$ 3,732,952	\$ 3,967,245
Council	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater	\$ 1,140,260	\$ 1,218,413	\$ 1,299,237	\$ 1,382,984	\$ 1,469,785
Executive	\$ -	\$ -	\$ -	\$ -	\$ -
General	\$ 6,811,374	\$ 7,278,222	\$ 7,761,031	\$ 8,261,294	\$ 8,779,802
FCSS & Community Development	\$ 819,024	\$ 875,160	\$ 933,214	\$ 993,368	\$ 1,055,715
Fire Services	\$ 145,020	\$ 154,959	\$ 165,239	\$ 175,890	\$ 186,929
Community Facilities	\$ 161,882	\$ 172,978	\$ 184,452	\$ 196,342	\$ 208,665
Planning and Development	\$ 988,158	\$ 1,055,885	\$ 1,125,929	\$ 1,198,504	\$ 1,273,727
Police and Emergency Services	\$ 1,356,103	\$ 1,449,050	\$ 1,545,174	\$ 1,644,773	\$ 1,748,005
Roads	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater	\$ 10,222,204	\$ 10,922,829	\$ 11,647,406	\$ 12,398,178	\$ 13,176,332
Solid Waste	\$ 2,367,531	\$ 2,529,801	\$ 2,697,618	\$ 2,871,502	\$ 3,051,727
Water	\$ 9,455,118	\$ 10,103,166	\$ 10,773,370	\$ 11,467,804	\$ 12,187,564
Cemetery	\$ 129,506	\$ 138,382	\$ 147,562	\$ 157,074	\$ 166,932
Director of IODS	\$ -	\$ -	\$ -	\$ -	\$ -
Director of CPS	\$ -	\$ -	\$ -	\$ -	\$ -
Total Program Revenues & Recoveries	\$ 37,015,948	\$ 39,553,002	\$ 42,176,791	\$ 44,895,435	\$ 47,713,232

	11	12	13	14	15
	2037	2038	2039	2040	2041
Administration	\$ 147,592	\$ 156,361	\$ 165,409	\$ 174,820	\$ 184,607
Municipal Enforcement	\$ 223,925	\$ 237,230	\$ 250,956	\$ 265,235	\$ 280,083
Common Services	\$ 96,166	\$ 101,879	\$ 107,774	\$ 113,906	\$ 120,283
Recreation	\$ 4,209,152	\$ 4,459,234	\$ 4,717,253	\$ 4,985,656	\$ 5,264,752
Council	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater	\$ 1,559,406	\$ 1,652,057	\$ 1,747,648	\$ 1,847,086	\$ 1,950,485
Executive	\$ -	\$ -	\$ -	\$ -	\$ -
General	\$ 9,315,159	\$ 9,868,608	\$ 10,439,622	\$ 11,033,618	\$ 11,651,278
FCSS & Community Development	\$ 1,120,088	\$ 1,186,637	\$ 1,255,298	\$ 1,326,722	\$ 1,400,992
Fire Services	\$ 198,327	\$ 210,111	\$ 222,268	\$ 234,915	\$ 248,065
Community Facilities	\$ 221,389	\$ 234,542	\$ 248,113	\$ 262,230	\$ 276,910
Planning and Development	\$ 1,351,393	\$ 1,431,685	\$ 1,514,524	\$ 1,600,698	\$ 1,690,305
Police and Emergency Services	\$ 1,854,591	\$ 1,964,780	\$ 2,078,465	\$ 2,196,726	\$ 2,319,698
Roads	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater	\$ 13,979,772	\$ 14,810,364	\$ 15,667,316	\$ 16,558,759	\$ 17,485,715
Solid Waste	\$ 3,237,809	\$ 3,430,180	\$ 3,628,656	\$ 3,835,120	\$ 4,049,809
Water	\$ 12,930,713	\$ 13,698,976	\$ 14,491,621	\$ 15,316,169	\$ 16,173,565
Cemetery	\$ 177,111	\$ 187,634	\$ 198,491	\$ 209,784	\$ 221,528
Director of IODS	\$ -	\$ -	\$ -	\$ -	\$ -
Director of CPS	\$ -	\$ -	\$ -	\$ -	\$ -
Total Program Revenues & Recoveries	\$ 50,622,596	\$ 53,630,277	\$ 56,733,414	\$ 59,961,446	\$ 63,318,075

	16	17	18	19	20
	2042	2043	2044	2045	2046
Administration	\$ 194,828	\$ 202,196	\$ 209,200	\$ 216,445	\$ 223,968
Municipal Enforcement	\$ 295,590	\$ 306,769	\$ 317,395	\$ 328,387	\$ 339,801
Common Services	\$ 126,942	\$ 131,743	\$ 136,307	\$ 141,027	\$ 145,929
Recreation	\$ 5,556,240	\$ 5,766,382	\$ 5,966,110	\$ 6,172,730	\$ 6,387,282
Council	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater	\$ 2,058,476	\$ 2,136,329	\$ 2,210,324	\$ 2,286,873	\$ 2,366,360
Executive	\$ -	\$ -	\$ -	\$ -	\$ -
General	\$ 12,296,363	\$ 12,761,421	\$ 13,203,433	\$ 13,660,699	\$ 14,135,518
FCSS & Community Development	\$ 1,478,559	\$ 1,534,479	\$ 1,587,628	\$ 1,642,612	\$ 1,699,706
Fire Services	\$ 261,800	\$ 271,701	\$ 281,112	\$ 290,847	\$ 300,957
Community Facilities	\$ 292,241	\$ 303,294	\$ 313,799	\$ 324,667	\$ 335,952
Planning and Development	\$ 1,783,890	\$ 1,851,359	\$ 1,915,483	\$ 1,981,821	\$ 2,050,705
Police and Emergency Services	\$ 2,448,131	\$ 2,540,721	\$ 2,628,723	\$ 2,719,762	\$ 2,814,295
Roads	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater	\$ 18,453,829	\$ 19,151,768	\$ 19,815,120	\$ 20,501,364	\$ 21,213,951
Solid Waste	\$ 4,274,031	\$ 4,435,678	\$ 4,589,315	\$ 4,748,254	\$ 4,913,294
Water	\$ 17,069,030	\$ 17,714,595	\$ 18,328,169	\$ 18,962,916	\$ 19,622,030
Cemetery	\$ 233,793	\$ 242,635	\$ 251,039	\$ 259,734	\$ 268,761
Director of IODS	\$ -	\$ -	\$ -	\$ -	\$ -
Director of CPS	\$ -	\$ -	\$ -	\$ -	\$ -
Total Program Revenues & Recoveries	\$ 66,823,742	\$ 69,351,072	\$ 71,753,157	\$ 74,238,138	\$ 76,818,508

	21	22	23	24	25
	2047	2048	2049	2050	2051
Administration	\$ 231,763	\$ 239,861	\$ 248,262	\$ 256,982	\$ 266,036
Municipal Enforcement	\$ 351,628	\$ 363,915	\$ 376,661	\$ 389,889	\$ 403,627
Common Services	\$ 151,008	\$ 156,285	\$ 161,758	\$ 167,440	\$ 173,339
Recreation	\$ 6,609,587	\$ 6,840,548	\$ 7,080,134	\$ 7,328,796	\$ 7,587,021
Council	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater	\$ 2,448,719	\$ 2,534,286	\$ 2,623,048	\$ 2,715,172	\$ 2,810,839
Executive	\$ -	\$ -	\$ -	\$ -	\$ -
General	\$ 14,627,495	\$ 15,138,628	\$ 15,668,851	\$ 16,219,156	\$ 16,790,627
FCSS & Community Development	\$ 1,758,863	\$ 1,820,323	\$ 1,884,079	\$ 1,950,250	\$ 2,018,966
Fire Services	\$ 311,431	\$ 322,314	\$ 333,603	\$ 345,319	\$ 357,486
Community Facilities	\$ 347,644	\$ 359,792	\$ 372,394	\$ 385,472	\$ 399,054
Planning and Development	\$ 2,122,079	\$ 2,196,231	\$ 2,273,153	\$ 2,352,988	\$ 2,435,894
Police and Emergency Services	\$ 2,912,245	\$ 3,014,009	\$ 3,119,573	\$ 3,229,135	\$ 3,342,912
Roads	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater	\$ 21,952,287	\$ 22,719,373	\$ 23,515,108	\$ 24,340,981	\$ 25,198,619
Solid Waste	\$ 5,084,297	\$ 5,261,960	\$ 5,446,257	\$ 5,637,535	\$ 5,836,170
Water	\$ 20,304,960	\$ 21,014,484	\$ 21,750,505	\$ 22,514,404	\$ 23,307,684
Cemetery	\$ 278,115	\$ 287,834	\$ 297,915	\$ 308,378	\$ 319,243
Director of IODS	\$ -	\$ -	\$ -	\$ -	\$ -
Director of CPS	\$ -	\$ -	\$ -	\$ -	\$ -
Total Program Revenues & Recoveries	\$ 79,492,121	\$ 82,269,842	\$ 85,151,300	\$ 88,141,897	\$ 91,247,518

	26	27	28	29	30
	2052	2053	2054	2055	2056
Administration	\$ 275,450	\$ 285,235	\$ 295,403	\$ 305,961	\$ 316,934
Municipal Enforcement	\$ 417,910	\$ 432,754	\$ 448,181	\$ 464,200	\$ 480,848
Common Services	\$ 179,473	\$ 185,848	\$ 192,473	\$ 199,353	\$ 206,502
Recreation	\$ 7,855,500	\$ 8,134,536	\$ 8,424,512	\$ 8,725,619	\$ 9,038,560
Council	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater	\$ 2,910,305	\$ 3,013,682	\$ 3,121,113	\$ 3,232,667	\$ 3,348,605
Executive	\$ -	\$ -	\$ -	\$ -	\$ -
General	\$ 17,384,791	\$ 18,002,318	\$ 18,644,056	\$ 19,310,427	\$ 20,002,989
FCSS & Community Development	\$ 2,090,410	\$ 2,164,664	\$ 2,241,829	\$ 2,321,955	\$ 2,405,232
Fire Services	\$ 370,136	\$ 383,284	\$ 396,947	\$ 411,135	\$ 425,880
Community Facilities	\$ 413,176	\$ 427,852	\$ 443,104	\$ 458,941	\$ 475,401
Planning and Development	\$ 2,522,092	\$ 2,611,680	\$ 2,704,780	\$ 2,801,453	\$ 2,901,926
Police and Emergency Services	\$ 3,461,206	\$ 3,584,152	\$ 3,711,918	\$ 3,844,588	\$ 3,982,473
Roads	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater	\$ 26,090,314	\$ 27,017,070	\$ 27,980,162	\$ 28,980,221	\$ 30,019,587
Solid Waste	\$ 6,042,692	\$ 6,257,335	\$ 6,480,394	\$ 6,712,014	\$ 6,952,738
Water	\$ 24,132,464	\$ 24,989,676	\$ 25,880,496	\$ 26,805,509	\$ 27,766,880
Cemetery	\$ 330,540	\$ 342,282	\$ 354,483	\$ 367,153	\$ 380,321
Director of IODS	\$ -	\$ -	\$ -	\$ -	\$ -
Director of CPS	\$ -	\$ -	\$ -	\$ -	\$ -
Total Program Revenues & Recoveries	\$ 94,476,460	\$ 97,832,368	\$ 101,319,850	\$ 104,941,196	\$ 108,704,878

APPENDIX E – ASSESSMENT GROWTH

Town Base Assessment Projection

	1	2	3	4	5
	2027	2028	2029	2030	2031
Residential	\$ 2,410,028,473	\$ 2,438,948,815	\$ 2,468,216,200	\$ 2,497,834,795	\$ 2,527,808,812
Farmland	\$ 137,297	\$ 138,944	\$ 140,612	\$ 142,299	\$ 144,007
Non-Residential	\$ 426,669,912	\$ 431,789,951	\$ 436,971,430	\$ 442,215,088	\$ 447,521,669
Residential (O/C-135/2010)	\$ 19,715,550	\$ 19,952,137	\$ 20,191,563	\$ 20,433,861	\$ 20,679,068
Non-Residential (O/C-135/2010)	\$ 5,310,054	\$ 5,373,774	\$ 5,438,259	\$ 5,503,519	\$ 5,569,561
Farmland (O/C-135/2010)	\$ 272,893	\$ 276,168	\$ 279,482	\$ 282,836	\$ 286,230
Machinery & Equipment (O/C-135/	\$ 257,040	\$ 260,124	\$ 263,246	\$ 266,405	\$ 269,601
DIP/Linear	\$ 70,870,253	\$ 71,720,696	\$ 72,581,344	\$ 73,452,320	\$ 74,333,748
	\$ 2,933,261,471	\$ 2,968,460,609	\$ 3,004,082,136	\$ 3,040,131,122	\$ 3,076,612,695

	6	7	8	9	10
	2032	2033	2034	2035	2036
Residential	\$ 2,558,142,518	\$ 2,588,840,228	\$ 2,619,906,311	\$ 2,651,345,187	\$ 2,683,161,329
Farmland	\$ 145,735	\$ 147,483	\$ 149,253	\$ 151,044	\$ 152,857
Non-Residential	\$ 452,891,929	\$ 458,326,632	\$ 463,826,551	\$ 469,392,470	\$ 475,025,180
Residential (O/C-135/2010)	\$ 20,927,216	\$ 21,178,343	\$ 21,432,483	\$ 21,689,673	\$ 21,949,949
Non-Residential (O/C-135/2010)	\$ 5,636,395	\$ 5,704,032	\$ 5,772,481	\$ 5,841,750	\$ 5,911,851
Farmland (O/C-135/2010)	\$ 289,665	\$ 293,141	\$ 296,658	\$ 300,218	\$ 303,821
Machinery & Equipment (O/C-135/	\$ 272,837	\$ 276,111	\$ 279,424	\$ 282,777	\$ 286,170
DIP/Linear	\$ 75,225,753	\$ 76,128,462	\$ 77,042,004	\$ 77,966,508	\$ 78,902,106
	\$ 3,113,532,048	\$ 3,150,894,432	\$ 3,188,705,165	\$ 3,226,969,627	\$ 3,265,693,263

	11	12	13	14	15
	2037	2038	2039	2040	2041
Residential	\$ 2,715,359,265	\$ 2,747,943,576	\$ 2,780,918,899	\$ 2,814,289,926	\$ 2,848,061,405
Farmland	\$ 154,691	\$ 156,547	\$ 158,426	\$ 160,327	\$ 162,251
Non-Residential	\$ 480,725,482	\$ 486,494,188	\$ 492,332,118	\$ 498,240,103	\$ 504,218,984
Residential (O/C-135/2010)	\$ 22,213,348	\$ 22,479,909	\$ 22,749,668	\$ 23,022,664	\$ 23,298,936
Non-Residential (O/C-135/2010)	\$ 5,982,794	\$ 6,054,587	\$ 6,127,242	\$ 6,200,769	\$ 6,275,178
Farmland (O/C-135/2010)	\$ 307,467	\$ 311,156	\$ 314,890	\$ 318,669	\$ 322,493
Machinery & Equipment (O/C-135/	\$ 289,604	\$ 293,080	\$ 296,597	\$ 300,156	\$ 303,758
DIP/Linear	\$ 79,848,931	\$ 80,807,118	\$ 81,776,804	\$ 82,758,125	\$ 83,751,223
	\$ 3,304,881,582	\$ 3,344,540,161	\$ 3,384,674,643	\$ 3,425,290,739	\$ 3,466,394,228

	16	17	18	19	20
	2042	2043	2044	2045	2046
Residential	\$ 2,882,238,142	\$ 2,916,824,999	\$ 2,951,826,899	\$ 2,987,248,822	\$ 3,023,095,808
Farmland	\$ 164,198	\$ 166,168	\$ 168,162	\$ 170,180	\$ 172,223
Non-Residential	\$ 510,269,612	\$ 516,392,848	\$ 522,589,562	\$ 528,860,637	\$ 535,206,964
Residential (O/C-135/2010)	\$ 23,578,523	\$ 23,861,465	\$ 24,147,803	\$ 24,437,576	\$ 24,730,827
Non-Residential (O/C-135/2010)	\$ 6,350,480	\$ 6,426,686	\$ 6,503,806	\$ 6,581,852	\$ 6,660,834
Farmland (O/C-135/2010)	\$ 326,363	\$ 330,279	\$ 334,243	\$ 338,253	\$ 342,313
Machinery & Equipment (O/C-135/	\$ 307,403	\$ 311,092	\$ 314,825	\$ 318,603	\$ 322,426
DIP/Linear	\$ 84,756,237	\$ 85,773,312	\$ 86,802,592	\$ 87,844,223	\$ 88,898,354
	\$ 3,507,990,958	\$ 3,550,086,850	\$ 3,592,687,892	\$ 3,635,800,147	\$ 3,679,429,748

	21	22	23	24	25
	2047	2048	2049	2050	2051
Residential	\$ 3,059,372,958	\$ 3,096,085,433	\$ 3,133,238,458	\$ 3,170,837,320	\$ 3,208,887,368
Farmland	\$ 174,289	\$ 176,381	\$ 178,497	\$ 180,639	\$ 182,807
Non-Residential	\$ 541,629,448	\$ 548,129,001	\$ 554,706,549	\$ 561,363,028	\$ 568,099,384
Residential (O/C-135/2010)	\$ 25,027,597	\$ 25,327,928	\$ 25,631,863	\$ 25,939,446	\$ 26,250,719
Non-Residential (O/C-135/2010)	\$ 6,740,764	\$ 6,821,654	\$ 6,903,513	\$ 6,986,356	\$ 7,070,192
Farmland (O/C-135/2010)	\$ 346,420	\$ 350,577	\$ 354,784	\$ 359,042	\$ 363,350
Machinery & Equipment (O/C-135/	\$ 326,295	\$ 330,211	\$ 334,173	\$ 338,183	\$ 342,241
DIP/Linear	\$ 89,965,134	\$ 91,044,716	\$ 92,137,252	\$ 93,242,899	\$ 94,361,814
	\$ 3,723,582,905	\$ 3,768,265,900	\$ 3,813,485,091	\$ 3,859,246,912	\$ 3,905,557,875

	26	27	28	29	30
	2052	2053	2054	2055	2056
Residential	\$ 3,247,394,016	\$ 3,286,362,744	\$ 3,325,799,097	\$ 3,365,708,686	\$ 3,406,097,191
Farmland	\$ 185,001	\$ 187,221	\$ 189,467	\$ 191,741	\$ 194,042
Non-Residential	\$ 574,916,577	\$ 581,815,576	\$ 588,797,362	\$ 595,862,931	\$ 603,013,286
Residential (O/C-135/2010)	\$ 26,565,728	\$ 26,884,516	\$ 27,207,131	\$ 27,533,616	\$ 27,864,020
Non-Residential (O/C-135/2010)	\$ 7,155,034	\$ 7,240,895	\$ 7,327,785	\$ 7,415,719	\$ 7,504,707
Farmland (O/C-135/2010)	\$ 367,710	\$ 372,123	\$ 376,588	\$ 381,107	\$ 385,681
Machinery & Equipment (O/C-135/	\$ 346,348	\$ 350,504	\$ 354,710	\$ 358,967	\$ 363,275
DIP/Linear	\$ 95,494,156	\$ 96,640,086	\$ 97,799,767	\$ 98,973,364	\$ 100,161,044
	\$ 3,952,424,570	\$ 3,999,853,665	\$ 4,047,851,908	\$ 4,096,426,131	\$ 4,145,583,245

Town Assessment Growth Projection

	1	2	3	4	5
	2027	2028	2029	2030	2031
Residential	\$ 287,288,967	\$ 462,821,158	\$ 590,930,157	\$ 722,486,998	\$ 856,758,699
Farmland	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential	\$ 52,845,072	\$ 86,084,775	\$ 110,822,583	\$ 136,718,114	\$ 163,644,455
Residential (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
Farmland (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
Machinery & Equipment (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
DIP/Linear	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 340,134,038	\$ 548,905,933	\$ 701,752,739	\$ 859,205,113	\$ 1,020,403,154

	6	7	8	9	10
	2032	2033	2034	2035	2036
Residential	\$ 993,730,321	\$ 1,133,093,617	\$ 1,275,297,023	\$ 1,420,488,623	\$ 1,567,951,856
Farmland	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential	\$ 191,613,192	\$ 220,574,161	\$ 250,634,646	\$ 281,841,811	\$ 314,053,210
Residential (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
Farmland (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
Machinery & Equipment (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
DIP/Linear	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 1,185,343,513	\$ 1,353,667,778	\$ 1,525,931,669	\$ 1,702,330,434	\$ 1,882,005,065

	11	12	13	14	15
	2037	2038	2039	2040	2041
Residential	\$ 1,718,018,090	\$ 1,870,324,913	\$ 2,026,772,719	\$ 2,187,403,536	\$ 2,353,394,634
Farmland	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential	\$ 347,353,497	\$ 381,672,196	\$ 417,461,330	\$ 454,754,996	\$ 493,860,840
Residential (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
Farmland (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
Machinery & Equipment (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
DIP/Linear	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 2,065,371,587	\$ 2,251,997,109	\$ 2,444,234,050	\$ 2,642,158,532	\$ 2,847,255,475

	16	17	18	19	20
	2042	2043	2044	2045	2046
Residential	\$ 2,448,441,964	\$ 2,531,675,105	\$ 2,617,152,995	\$ 2,705,561,059	\$ 2,796,606,638
Farmland	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential	\$ 507,962,270	\$ 520,753,938	\$ 533,962,782	\$ 547,683,205	\$ 561,886,160
Residential (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
Farmland (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
Machinery & Equipment (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
DIP/Linear	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 2,956,404,234	\$ 3,052,429,043	\$ 3,151,115,778	\$ 3,253,244,265	\$ 3,358,492,798

	21	22	23	24	25
	2047	2048	2049	2050	2051
Residential	\$ 2,890,838,284	\$ 2,988,067,508	\$ 3,088,471,777	\$ 3,192,247,566	\$ 3,299,727,136
Farmland	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential	\$ 577,436,579	\$ 591,999,893	\$ 603,220,952	\$ 614,697,745	\$ 626,938,651
Residential (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
Farmland (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
Machinery & Equipment (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
DIP/Linear	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 3,468,274,863	\$ 3,580,067,401	\$ 3,691,692,729	\$ 3,806,945,311	\$ 3,926,665,786

	26	27	28	29	30
	2052	2053	2054	2055	2056
Residential	\$ 3,410,943,348	\$ 3,525,981,440	\$ 3,644,781,900	\$ 3,767,646,219	\$ 3,894,680,771
Farmland	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential	\$ 651,142,125	\$ 676,507,869	\$ 703,044,094	\$ 730,846,389	\$ 759,965,103
Residential (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
Farmland (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
Machinery & Equipment (O/C-135/2010)	\$ -	\$ -	\$ -	\$ -	\$ -
DIP/Linear	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 4,062,085,472	\$ 4,202,489,309	\$ 4,347,825,994	\$ 4,498,492,608	\$ 4,654,645,874

Annexation Lands Base Assessment Projection

	1 2027	2 2028	3 2029	4 2030	5 2031
Residential	\$ -	\$ -	\$ -	\$ -	\$ -
Farmland	\$ 34,499	\$ 34,913	\$ 35,332	\$ 35,756	\$ 36,185
Non-Residential	\$ -	\$ -	\$ -	\$ -	\$ -
DIP/Linear	\$ 633,391	\$ 640,991	\$ 648,683	\$ 656,467	\$ 664,345
	\$ 667,890	\$ 675,904	\$ 684,015	\$ 692,223	\$ 700,530

	6 2032	7 2033	8 2034	9 2035	10 2036
Residential	\$ -	\$ -	\$ -	\$ -	\$ -
Farmland	\$ 36,619	\$ 37,059	\$ 37,503	\$ 37,953	\$ 38,409
Non-Residential	\$ -	\$ -	\$ -	\$ -	\$ -
DIP/Linear	\$ 672,317	\$ 680,385	\$ 688,550	\$ 696,812	\$ 705,174
	\$ 708,936	\$ 717,444	\$ 726,053	\$ 734,766	\$ 743,583

	11 2037	12 2038	13 2039	14 2040	15 2041
Residential	\$ -	\$ -	\$ -	\$ -	\$ -
Farmland	\$ 38,870	\$ 39,336	\$ 39,808	\$ 40,286	\$ 40,769
Non-Residential	\$ -	\$ -	\$ -	\$ -	\$ -
DIP/Linear	\$ 713,636	\$ 722,200	\$ 730,866	\$ 739,636	\$ 748,512
	\$ 752,506	\$ 761,536	\$ 770,674	\$ 779,922	\$ 789,281

	16 2042	17 2043	18 2044	19 2045	20 2046
Residential	\$ -	\$ -	\$ -	\$ -	\$ -
Farmland	\$ 39,477	\$ 38,554	\$ 37,616	\$ 36,649	\$ 35,663
Non-Residential	\$ -	\$ -	\$ -	\$ -	\$ -
DIP/Linear	\$ 724,783	\$ 707,844	\$ 690,623	\$ 672,861	\$ 654,767
	\$ 764,260	\$ 746,398	\$ 728,239	\$ 709,510	\$ 690,430

	21 2047	22 2048	23 2049	24 2050	25 2051
Residential	\$ -	\$ -	\$ -	\$ -	\$ -
Farmland	\$ 34,791	\$ 33,624	\$ 31,801	\$ 29,989	\$ 28,258
Non-Residential	\$ -	\$ -	\$ -	\$ -	\$ -
DIP/Linear	\$ 638,754	\$ 617,324	\$ 583,860	\$ 550,590	\$ 518,805
	\$ 673,545	\$ 650,948	\$ 615,661	\$ 580,579	\$ 547,063

	26 2052	27 2053	28 2054	29 2055	30 2056
Residential	\$ -	\$ -	\$ -	\$ -	\$ -
Farmland	\$ 28,104	\$ 27,940	\$ 27,768	\$ 27,585	\$ 27,392
Non-Residential	\$ -	\$ -	\$ -	\$ -	\$ -
DIP/Linear	\$ 515,984	\$ 512,976	\$ 509,804	\$ 506,446	\$ 502,905
	\$ 544,088	\$ 540,917	\$ 537,572	\$ 534,031	\$ 530,296

Annexation Lands Assessment Growth Projection

	1 2027	2 2028	3 2029	4 2030	5 2031
Residential	\$ -	\$ -	\$ -	\$ -	\$ -
Farmland	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential	\$ -	\$ -	\$ -	\$ -	\$ -
DIP/Linear	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -

	6 2032	7 2033	8 2034	9 2035	10 2036
Residential	\$ -	\$ -	\$ -	\$ -	\$ -
Farmland	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential	\$ -	\$ -	\$ -	\$ -	\$ -
DIP/Linear	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -

	11 2037	12 2038	13 2039	14 2040	15 2041
Residential	\$ -	\$ -	\$ -	\$ -	\$ -
Farmland	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential	\$ -	\$ -	\$ -	\$ -	\$ -
DIP/Linear	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -

	16 2042	17 2043	18 2044	19 2045	20 2046
Residential	\$ -	\$ -	\$ -	\$ -	\$ -
Farmland	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential	\$ 8,175,099	\$ 14,969,322	\$ 22,108,750	\$ 29,686,925	\$ 37,673,924
DIP/Linear	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 8,175,099	\$ 14,969,322	\$ 22,108,750	\$ 29,686,925	\$ 37,673,924

	21 2047	22 2048	23 2049	24 2050	25 2051
Residential	\$ -	\$ -	\$ -	\$ -	\$ -
Farmland	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential	\$ 45,364,668	\$ 55,062,010	\$ 69,186,614	\$ 84,213,127	\$ 99,745,952
DIP/Linear	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 45,364,668	\$ 55,062,010	\$ 69,186,614	\$ 84,213,127	\$ 99,745,952

	26 2052	27 2053	28 2054	29 2055	30 2056
Residential	\$ -	\$ -	\$ -	\$ -	\$ -
Farmland	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Residential	\$ 104,617,995	\$ 109,676,136	\$ 114,917,200	\$ 120,356,537	\$ 125,999,481
DIP/Linear	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 104,617,995	\$ 109,676,136	\$ 114,917,200	\$ 120,356,537	\$ 125,999,481

APPENDIX F – DEBT LIMIT LEGISLATION

i) Alberta Municipal Government Act

Section 252 of the Municipal Government Act states:

“No municipality may make a borrowing if the borrowing will cause the municipality to exceed its debt limit, unless the borrowing is approved by the Minister.”

ii) Alberta Regulation No. 255/2000 Debt Limit Regulation

Debt limit

2(1) Subject to subsection (2), the debt limit of a municipality at a point in time is,

- (a) in respect of the municipality’s total debt, 1.5 times the revenue of the municipality, and
- (b) in respect of the municipality’s debt service, 0.25 times the revenue of the municipality.

Revenue

3 The revenue of a municipality at the calculation time is determined by the formula

$$R = a$$

where

“R” is revenue;

“a” is the total revenue reported in the last audited annual financial statement of the municipality prepared before the calculation time, less transfers from the governments of Alberta and Canada for the purposes of a capital property reported in that statement if those transfers are included in the total revenue, and less amounts reported as contributed or donated tangible capital assets if those amounts are included in the total revenue.

Total debt

4 The total debt of a municipality at the calculation time is determined by the formula

$$TD = (a + b) - c$$

where

“TD” is the total debt;

“a” is the principal outstanding at the calculation time on borrowings made by the municipality;

“b” is the principal outstanding at the calculation time of loans in good standing that have been guaranteed by the municipality, plus the amount that the

municipality is liable to pay at the calculation time under loans not in good standing that have been guaranteed by the municipality;

“c” is the amount of a and b that the municipality is entitled to recover from another municipality at the calculation time.

Debt service

5(1) The debt service of a municipality at the calculation time is determined by the formula

$$DS = (a + b) - c$$

where

“DS” is the debt service;

“a” is the sum of,

(i) for borrowings made by the municipality in which the municipality is required to pay principal during the 12 months after the calculation time, the total amount of principal and interest that the municipality will be required to pay in respect of those borrowings during the 12 months after the calculation time, and

(ii) for borrowings made by the municipality in which the municipality is not required to pay any principal during the 12 months after the calculation time, the total of the pro rata amounts in respect of those borrowings determined under subsection (2) for the 12 months after the calculation time;

“b” is the total amount that the council estimates on reasonable grounds that the municipality will be liable to pay during the 12 months after the calculation time in respect of loans not in good standing that have been guaranteed by the municipality;

“c” is the amount of a and b that the municipality is entitled to recover from another municipality during the 12 months after the calculation time.