



Town Hall Meeting

2026 Budget

Reserves

Debentures

Strategic Planning Priority List

Marquis Foundation Project

June 15th

2026

TOWN OF VULCAN
2026 Operating Budget & 3 Year Financial Plan

	2025 BUDGET	2026 BUDGET	VARIANCE	2027 PLAN	2028 PLAN	2029 PLAN
General Taxes and Fees						
Revenue	(3,421,261.38)	(3,436,281.30)	(15,019.92)	(3,530,735.37)	(3,623,122.68)	(3,727,899.37)
Expenses	74,295.00	82,449.00	8,154.00	84,097.98	85,779.94	87,495.54
School Taxes						
Revenue	(758,004.48)	(897,152.44)	(139,147.96)	(915,095.49)	(933,397.40)	(952,065.35)
Expenses	758,004.48	897,152.44	139,147.96	915,095.49	933,397.40	952,065.35
Legislative						
Revenue	0.00	0.00	0.00	0.00	0.00	0.00
Expenses	150,615.00	132,120.00	(18,495.00)	134,762.40	137,457.65	140,206.80
General Administration						
Revenue	(155,974.00)	(156,874.00)	(900.00)	(160,011.48)	(163,211.71)	(166,475.94)
Expenses	842,764.02	876,668.43	33,904.41	894,201.80	912,085.83	930,327.55
Fire Fighting						
Revenue	0.00	0.00	0.00	0.00	0.00	0.00
Expenses	85,189.00	86,881.00	1,692.00	88,618.62	90,390.99	92,198.81
Emergency Services						
Revenue	0.00	0.00	0.00	0.00	0.00	0.00
Expenses	31,300.00	32,716.00	1,416.00	33,370.32	34,037.73	34,718.48
Bylaw						
Revenue	(11,000.00)	(11,400.00)	(400.00)	(11,628.00)	(11,860.56)	(12,097.77)
Expenses	152,601.11	159,530.00	6,928.89	188,449.04	213,990.61	250,584.68
Public Works Shop						
Revenue	(59,000.00)	(59,000.00)	0.00	(60,180.00)	(61,383.60)	(62,611.27)
Expenses	454,250.00	497,450.00	43,200.00	507,399.00	517,546.98	527,897.92
Streets						
Revenue	(18,856.62)	(18,856.62)	0.00	(19,233.75)	(19,618.43)	(20,010.80)
Expenses	567,610.05	537,210.05	(30,400.00)	547,954.25	558,913.34	570,091.60
Airport						
Revenue	0.00	0.00	0.00	0.00	0.00	0.00
Expenses	9,260.00	9,260.00	0.00	9,445.20	9,634.10	9,826.79
Storm Sewer						
Revenue	0.00	0.00	0.00	0.00	0.00	0.00
Expenses	11,917.01	11,817.01	(100.00)	12,053.35	12,294.42	12,540.31

	2025 BUDGET	2026 BUDGET	VARIANCE	2027 PLAN	2028 PLAN	2029 PLAN
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Water Distribution

Revenue	(976,564.59)	(990,924.59)	(14,360.00)	(1,010,743.08)	(1,030,957.94)	(1,051,577.10)
Expenses	1,120,673.00	1,158,282.99	37,609.99	1,181,448.65	1,205,077.62	1,229,179.18

Water Treatment

Revenue	(292,560.00)	(298,119.00)	(5,559.00)	(304,081.38)	(310,163.01)	(316,366.27)
Expenses	182,000.00	200,000.00	18,000.00	204,000.00	208,080.00	212,241.60

Sanitary Sewer

Revenue	(235,018.21)	(235,018.21)	0.00	(239,718.57)	(244,512.95)	(249,403.20)
Expenses	326,281.62	326,781.63	500.01	333,317.26	339,983.61	346,783.28

Garbage

Revenue	(519,650.00)	(519,650.00)	0.00	(530,043.00)	(540,643.86)	(551,456.74)
Expenses	520,305.00	516,415.00	(3,890.00)	526,743.30	537,278.17	548,023.73

FCSS & Food Bank

Revenue	(216,403.83)	(216,403.83)	0.00	(220,731.91)	(225,146.54)	(229,649.48)
Expenses	232,153.94	236,441.60	4,287.66	241,170.43	245,993.84	250,913.72

Cemetery

Revenue	(7,000.00)	(13,000.00)	(6,000.00)	(13,260.00)	(13,525.20)	(13,795.70)
Expenses	20,000.00	24,900.00	4,900.00	25,398.00	25,905.96	26,424.08

Planning & Development

Revenue	(9,500.00)	(13,000.00)	(3,500.00)	(13,260.00)	(13,525.20)	(13,795.70)
Expenses	122,937.80	131,012.00	8,074.20	133,632.24	136,304.88	139,030.98

Subdivision

Revenue	(10,000.00)	(10,000.00)	0.00	(10,200.00)	(10,404.00)	(10,612.08)
Expenses	0.00	0.00	0.00	0.00	0.00	0.00

Economic Development

Revenue	0.00	0.00	0.00	0.00	0.00	0.00
Expenses	112,929.00	115,634.00	2,705.00	117,946.68	120,305.61	122,711.73

Recreation

Revenue	(126,316.00)	(139,125.00)	(12,809.00)	(141,907.50)	(144,745.65)	(147,640.56)
Expenses	219,430.00	236,370.00	16,940.00	241,097.40	245,919.35	250,837.73

Golf Course Loan

Revenue	0.00	0.00	0.00	0.00	0.00	0.00
Expenses	42,554.24	0.00	(42,554.24)	0.00	0.00	0.00

Swim Pool & Park

Revenue	(237,500.00)	(252,500.00)	(15,000.00)	(257,550.00)	(262,701.00)	(267,955.02)
Expenses	521,806.04	519,986.04	(1,820.00)	530,385.76	540,993.48	551,813.35

	2025 BUDGET	2026 BUDGET	VARIANCE	2027 PLAN	2028 PLAN	2029 PLAN
Arena						
Revenue	(140,000.00)	(146,000.00)	(6,000.00)	(148,920.00)	(151,898.40)	(154,936.37)
Expenses	264,640.00	260,180.00	(4,460.00)	265,383.60	270,691.27	276,105.10
Parks						
Revenue	(50,400.00)	(60,400.00)	(10,000.00)	(61,608.00)	(62,840.16)	(64,096.96)
Expenses	167,850.00	154,200.00	(13,650.00)	157,284.00	160,429.68	163,638.27
Library & Museum						
Revenue	(13,714.20)	(13,714.20)	0.00	(13,988.48)	(14,268.25)	(14,553.62)
Expenses	130,700.00	144,030.00	13,330.00	146,910.60	149,848.81	152,845.79
Tourist Center						
Revenue	(159,500.00)	(177,000.00)	(17,500.00)	(180,540.00)	(184,150.80)	(187,833.82)
Expenses	296,157.00	316,932.00	20,775.00	323,270.64	329,736.05	336,330.77
Revenue	(7,418,223.31)	(7,664,419.19)	(246,195.88)	(7,843,436.02)	(8,022,077.34)	(8,214,833.12)
Expenses	7,418,223.31	7,664,419.19	246,195.88	7,843,436.02	8,022,077.34	8,214,833.12
Annual Surplus/Deficit	0.00	0.00		0.00	0.00	0.00
Accumulated Surplus/Deficit		0.00		0.00	0.00	0.00

TOWN OF VULCAN

Assessment and Mill Rate Changes 2026

YEAR ASSESSMENT	2025	2026	Value Change
Residential	237,437,800.00	269,729,480.00	32,291,680.00
Commercial	49,422,900.00	47,612,270.00	(1,810,630.00)
Farmland	85,880.00	102,560.00	16,680.00
Residential County	69,000.00	81,000.00	12,000.00
Commercial County	67,000.00	70,000.00	3,000.00
Farmland County	24,610.00	24,610.00	-
Designated Industrial Property	3,923,230.00	4,140,950.00	217,720.00
TOTAL ASSESSMENT IN	291,030,420.00	321,760,870.00	30,730,450.00

YEAR MILL RATE	2025	2026	Value Change
Residential			
Municipal	8.316	7.347	(0.969)
School	2.494	2.692	0.198
Lodge	0.248	0.250	0.002
TOTAL	11.058	10.289	(0.769)
Commercial			
Municipal	13.434	13.434	-
School	3.590	3.791	0.201
Lodge	0.248	0.250	0.002
TOTAL	17.272	17.475	0.203
Designated Industrial Property (DIP)			
DIP	0.070	0.073	0.003
TOTAL	0.070	0.073	0.003

TOWN OF VULCAN

CAPITAL BUDGET 2026

PROPOSED PROJECTS	SCOPE OF WORK	ESTIMATED COST	PROPOSED FUNDING	Approval	Allocation
PUBLIC WORKS					
Equipment Replacement	Pick Up	\$ 62,400.00	Shop Capital Reserve	Approved Motion # 2026.25	\$ 62,400.00
PLANNING					
Industrial Infrastructure	Industrial Power&Gas Installation	\$ 210,000.00	Grants - LGFF	Pending	\$ 210,000.00
SEWER					
Sewer Rehabilitation	2 Blks Mainline Relining	\$ 75,000.00	Sewer Capital Reserve	Pending	\$ 75,000.00
WATER DISTRIBUTION					
Water Rehabilitation	Valve Replacement	\$ 25,000.00	Water Capital Reserve	Pending	\$ 25,000.00
STREETS					
Pavement Rehabilitation	2 Aves Repaving	\$ 100,000.00	Streets Capital Reserve	Pending	\$ 100,000.00
PLANNING					
Infrastructure Master Plan	Draft Plan Documents	\$ 169,000.00	Grants - LGFF	Approved Motion # 2025.131	\$ 169,000.00
ADMIN					
IT Upgrades	Workstation Upgrades	\$ 25,000.00	Admin Capital Reserve	Approved Motion # 2026.71	\$ 25,000.00
STREETS/WATER/SEWER			Water/Sewer/Streets		
2nd Street North Street Program	Replace Infrastructure	\$ 918,651.25	Reserve	Pending	\$ 229,662.81
			Grants- LGFF		\$ 688,988.44
STREETS/WATER/SEWER			Water/Sewer/Streets		
3rd Street South Street Program	Replace Infrastructure	\$ 769,486.25	Reserve	Pending	\$ 192,371.56
			Grants- LGFF		\$ 577,114.69
				Total	\$ 2,354,537.50
				Grants	\$ 1,645,103.13
				Reserves	\$ 709,434.37

TOWN OF VULCAN

5 YEAR CAPITAL PLAN 2027-2031

PROPOSED PROJECTS	SCOPE OF WORK	ESTIMATED COST	PROPOSED FUNDING	APPROVAL
STREETS/WATER/SEWER				
Underground Utilities And Surface Improvements	Infrastructure and Road Work	\$ 1,991,412.00	Capital Reserves LGFF/CBF	Identified in 5 Year Utility and Surface Plan
PUBLIC WORKS				
Equipment Replacement	Existing Equipment Replacement	\$ 145,680.00	Shop Capital Reserve	Identified in 25 Year Equipment Replacement Plan
ARENA				
Dressing Room Expansion	New Construction	\$ 455,000.00	Arena Capital Reserve Grant Funding	Pending Approval

Total Anticipated 5 Year Capital Expenditures \$ 2,592,092.00

**TOWN OF VULCAN
25 YEAR CAPITAL EQUIPMENT REPLACEMENT PLAN 2026**

<u>Year</u>	<u>Equipment Requiring Replacement</u>		<u>Estimated Capital</u>
2026	Pick Up Truck		\$ 62,400.00
2027	72" Deck Mower		\$ 31,800.00
2028			\$ -
2029	72" Deck Mower		\$ 33,000.00
2030	Pick up Truck		\$ 67,200.00
2031	48" Deck Mower		\$ 13,680.00
2032	Lift Truck		\$ 185,600.00
2033	72" Deck Mower		\$ 35,400.00
2034	Street Sweeper	Pick Up Truck	\$ 630,000.00
3035	Gravel Truck/Sander	72" Deck Mower	\$ 268,400.00
2036	One Ton Truck		\$ 155,000.00
2037	Skid Steer	48" Deck Mower	\$ 71,820.00
2038	Pick Up Truck		\$ 76,800.00
2039	Loader	72" Deck Mower Tractor	\$ 444,600.00
2040	Hydrovac	Pick Up Truck	\$ 198,000.00
2041	72" Deck Mower		\$ 40,200.00
2042	Gravel Truck	Pick up Truck	\$ 272,000.00
2043	Ice Resurfacer	48" Deck Mower	\$ 237,360.00
2044	Backhoe		\$ 189,000.00
2045	72" Deck Mower		\$ 42,600.00
2046	Pick Up Truck		\$ 86,400.00
2047	72" Deck Mower		\$ 43,800.00
2048			\$ -
2049	48" Deck Mower		\$ 18,000.00
2050	Grader	Pick Up Truck	\$ 653,600.00
25 Year Total			\$ 3,856,660.00
<i>Required annually</i>			<i>\$ 154,266.40</i>

Town of Vulcan
2026 Capital/Operating Reserves Plan

	Current Balance 27-Apr	Approved Expenses	2026 Budget Transfer	From 2025 Surplus	Total
Admin - Operating	\$ 45,000.00				\$ 45,000.00
Admin - Physician Recruitment Operating	\$ 45,320.08				\$ 45,320.08
Admin - Parade Float Operating	\$ 5,000.00				\$ 5,000.00
Admin - Capital	\$ 52,312.24	\$ (20,920.46)			\$ 31,391.78
Admin - Marquis Foundation - Operating	\$ -			\$ 183,645.00	\$ 183,645.00
Emergency Services - Capital	\$ 307,401.95		\$ 25,000.00		\$ 332,401.95
Bylaw - Operating	\$ 10,036.93				\$ 10,036.93
Common Services (Shop) - Capital	\$ 47,517.40	\$ (56,600.00)	\$ 129,500.00		\$ 120,417.40
Streets - Capital	\$ 306,652.61		\$ 75,000.00	\$ 80,000.00	\$ 461,652.61
Water - Capital	\$ 175,124.11		\$ 37,500.00		\$ 212,624.11
Sewer - Capital	\$ 170,285.18		\$ 37,500.00	\$ 48,000.00	\$ 255,785.18
Sewer - Lagoons Capital	\$ 300,000.00				\$ 300,000.00
Sewer - Liftstation Capital	\$ 300,000.00				\$ 300,000.00
Cemetary - Capital	\$ 5,219.50				\$ 5,219.50
Prairie Vista - Capital	\$ 520,000.00	\$ (250,000.00)			\$ 270,000.00
Recreation - Sports Courts	\$ 7,619.61				\$ 7,619.61
Recreation - Capital	\$ 10,329.67				\$ 10,329.67
Community Sign - Operating	\$ 11,878.88				\$ 11,878.88
Flags	\$ 20,000.00				\$ 20,000.00
Pool - Capital	\$ 20,144.10	\$ (21,000.00)		\$ 21,000.00	\$ 20,144.10
Pool - Donations	\$ 22,194.16				\$ 22,194.16
Arena - Advertising Signs Operating	\$ 53,320.49				\$ 53,320.49
Arena - Maintenance - Operating	\$ 17,000.00		\$ 2,000.00		\$ 19,000.00
Arena - Dressing Room - Capital	\$ 102,822.80				\$ 102,822.80
Arena - Capital	\$ 39,728.25				\$ 39,728.25
Parks - Capital	\$ 8,248.66				\$ 8,248.66
Tourist Center - CBS Licensing	\$ 7,427.44			\$ 8,000.00	\$ 15,427.44
Tourist Center - Capital	\$ 26,134.09				\$ 26,134.09
Tourism Center - Donation	\$ 31,273.39	\$ (19,687.50)			\$ 11,585.89
Contingency Reserve	\$ 255,227.03	\$ (63,375.00)		\$ 92,355.00	\$ 284,207.03
	\$2,923,218.57	\$ (431,582.96)	\$ 306,500.00	\$ 433,000.00	\$3,231,135.61

TOTAL RESERVES HELD \$3,231,135.61

**TOWN OF VULCAN
DEBENTURE DEBT**

	<u>DEBENTURE #</u>	<u>2025 FINAL BALANCE</u>	<u>2026 PAYMENTS</u>	<u>2026 FINAL BALANCE</u>
Service Road East 6% Due Mar 2028	1185568	\$ 69,546.85	\$ 26,018.21	\$ 47,701.45
Sewage Lagoon 4.589% Due Dec 2034	4000816	\$ 1,089,247.41	\$ 149,099.74	\$ 988,996.14
Hospital Expansion 2.881% Due June 2041	4002032	\$ 668,625.45	\$ 53,788.02	\$ 633,851.86
Swim Pool 2.04% Due Sept 2036	4002937	\$ 1,288,911.44	\$ 131,406.04	\$ 1,183,263.12
North Industrial Sub 4.87% Due Dec 2047	4003107	\$ 650,543.03	\$ 48,513.32	\$ 633,506.22
TOTAL		\$ 3,766,874.18	\$ 408,825.33	\$ 3,487,318.79

2025 Financial Statements:

<u>Total Limit</u>	<u>Current Level</u>	<u>Amount Unused</u>
\$ 10,762,200.00	\$ 3,766,874.00 35%	\$ 6,995,326.00
\$ 1,793,700.00	\$ 408,825.00 23%	\$ 1,384,875.00

Town of Vulcan

2026 Strategic Planning Priorities List

T	Tax	Include in operation budget through General Taxation
B	Borrow	Finance through ACFA or a Financial Institution
R	Reserve	Create or use existing reserve funding
G	Grants	Draw from existing Grants (LGFF, CCBF) or apply for new
F	Fees	Charge for service
P	Partnership	Cost share with partner organizations (municipalities, service groups, developers)

Specific Project	Investment	Method of Funding					
Priority	Estimated Cost	T	B	R	G	F	P
Industrial Subdivision Development. Install shallow utility infrastructure, Build roads on 1 st & 2 nd Street NE and 1 st Ave NE	\$400,000.00			X	X		
Wheatland Lift Station Replacement. Contribute to reserves and complete engineering to shovel ready.	\$600,000.00		X	X	X		
Major Capital Infrastructure replacement as per the infrastructure master plan. (2 blocks every other year)	\$1,400,000.00 (every 2 years)			X	X	X	
Minor Capital Infrastructure replacement. Valve replacement, sanitary sewer lining, and pavement rehabilitation on avenues.	200,000.00 (Per Year)	X		X	X		
Continued Contribution to Reserves. Capital Infrastructure and Equipment Replacement Plan (with target of \$2.5 million)	\$300,000.00 (Per Year)	X					
Seniors Housing. Ongoing support of the Marquis Foundation building committee and consultant teams.	\$183,645.00			X			
Multi Use Recreation Facility. Explore Feasibility, Costing, and public/partnership interest.	Yet to Be Determined	X	X	X	X	X	X
Arena Upgrades. New Dressing Room expansions, facility modernization	\$750,000.00	X		X	X		X
Infrastructure Master Planning. Completion of new plan, Implementation and ongoing upkeep (GIS, TCA's)	\$20,000.00			X	X		
Administrative Succession and Retention Planning. Create a formal recruitment plan for CAO position.	\$150,000.00	X		X			

This list was prepared to summarize the round table discussion of Town Council at the February 18-19, 2026 Planning Session. This list was formally reviewed and approved at the Regular Meeting of Council held on February 23, 2026.

The items on this list are meant to provide guidance to Council and staff on specific achievable goals. The priority for completion of the items on this list are in no particular order.

It was discussed and noted by Council that this list of priorities does not in any way supersede any existing program that the Town has in place. Council recognizes the importance of and continues to support these established programs such as Tourism operations, Recreation programming, Economic Development, and Public Works operational maintenance programs.

Update On the New Seniors Lodge



Building a Home for the Future of Senior Living

The Marquis Foundation is proud to be moving forward with a new Lodge designed to meet the growing needs of seniors throughout Vulcan County and surrounding communities. This modern, barrier-free residence will provide comfortable living spaces, opportunities for social connection, and amenities designed to support independence and quality of life.



Project Snapshot

3-Storey Modern Lodge

Modern L-shaped building designed for accessibility and comfort.

62 Resident Rooms

A mix of lodge rooms and independent living suites.

15 One-Bedroom Suites

Spacious living with added independence.

3 Two-Bedroom Suites

Perfect for couples or additional living space.

Barrier-Free Throughout

Designed to support mobility, safety, and aging in place.

Shared Community Spaces

Library, chapel, family room, lounges, and gathering areas.

Target Completion: Early 2028

Construction anticipated to begin following final approvals.

Designed for Comfort, Connection & Independence

Private Living Spaces

Residents will enjoy thoughtfully designed accommodations ranging from studio-style lodge rooms to spacious one-bedroom and two-bedroom suites.

Features include:

- Rooms starting at 385 sq ft
- Accessible bathrooms
- Kitchenette spaces
- In-suite washer and dryer in one and two-bedroom suites
- Barrier-free access throughout the building



Shared Community Spaces

The new Lodge includes a variety of spaces designed to bring residents, families, and friends together.

- Large dining areas
- Comfortable lounge spaces
- Family room
- Chapel
- Library
- Gathering and activity spaces



A Community Project

The new Marquis Foundation Lodge represents a significant investment in the future of senior living in our region. Support from the Province of Alberta, CMHC, local municipalities, donors, volunteers, and community partners is helping make this vision a reality

For more information, contact
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