



2026-2035

Financial Planning Document



Approved by Council on April 14, 2025

Town of Penhold Municipal Organization

The Town of Penhold is in Central Alberta approximately 16 km south of the City of Red Deer. Located in Red Deer County, Penhold is west of the Highway 2 corridor at the junction of Highway 42. Penhold is conveniently located approximately 130 km north of the City of Calgary and 170 km south of the City of Edmonton. Penhold benefits from its proximity to larger centers where residents can access additional shopping and recreational amenities in the City of Red Deer or the Towns of Innisfail, Sylvan Lake, or Red Deer County or more.

The Alberta Treasury Board lists Penhold's 2021 Population at 4,037. The Town employs 56 staff including 27 full-time employees, 19 part-time and casual employees, and 10 seasonal staff. Penhold has 7 elected officials, which includes 6 Councillors and 1 Mayor, that are elected by the community every 4 years. Penhold's last municipal election took place in the fall of 2021, with a by-election taking place in the fall of 2023 to fill one vacant seat.

The Town is home to several schools, including Jessie Duncan (Pre-Kindergarten to Grade 3), Penhold Elementary (Grade 4 – 6), Penhold Crossing Secondary (Grade 7-12), with a new elementary school scheduled to open in fall 2025. Accessing schools from Pre-K to Grade 12 in a small town is a unique experience offered in Penhold.

In addition to the services provided through municipal administration, the town contracts out the services of garbage collection, building inspection, engineering, solicitors, and regional waste.

The Town employs financial personnel but maintains a contract for assessment services from a private company. Fire and Protective Services are provided by a full-time Fire & Protective Services Manager and volunteer fire department.

Mutual aid agreements have been signed between the Town of Penhold, Red Deer County, the City of Red Deer, the Town of Innisfail, the Town of Sylvan Lake, the Town of Bowden, the Village of Delburne, and the Village of Elnora. This approach helps build strong regional partnerships with surrounding communities ensuring the preparation and coordination of the Joint Municipal Emergency Plan and related plans and programs for the region.

The Town employs two Community Peace Officers to patrol the community, enforce municipal bylaws and monitor traffic.

The Town is a member of the South Red Deer Regional Wastewater Commission, Red Deer and District Family and Community Support Services and Parkland Regional Library to name a few.

Statutory Requirements:

Section 283.1 of the Municipal Government Act indicates that each municipality must prepare a written plan respecting its financial operations over a period of at least the next three years and a plan respecting its capital property additions over a period of at least the next five financial years.

Operational Budget:

The Town of Penhold has prepared an operational budget on a 10-year horizon which is shown in Appendix A. The intent of this plan is to look longer term at municipal finances and make financial decisions earlier that will benefit the community and offer cost savings in the long term. This plan was prepared knowing that it would be reviewed and updated annually as required in Section 283.1(6) of the Municipal Government Act.

Capital Budget:

The Town of Penhold has also prepared a capital budget on a 10-year horizon which is shown in Appendix B. This plan identifies priorities for the town over the next 10 years. This plan was also prepared knowing that it would be reviewed and updated annually as required in Section 283.1(6) of the Municipal Government Act.

The Town of Penhold's priorities over the next 5 years include:

1. Public Works Facility & Fire Hall

Both the Public Works department and the Fire Department have outgrown their current facilities and need to expand to be able to continue to serve the community. The Town has accepted a bid to proceed with building a joint operations building as a cost reduction strategy. Pricing, grants, and a debenture will be considered in the building of this complex.

2. Road construction and rehabilitation

Infrastructure is an ongoing priority for the Town of Penhold. Road and sidewalk repairs are prioritized annually and fixed based on the availability of funds. In 2024, with the addition of a new school on Waskasoo Avenue, Alberta Transportation and Economic Corridor have decided to construct a roundabout to accommodate the additional traffic. This Round about was completed in the fall 2024.

3. Equipment Fleet Maintenance and expansion

As the Town continues to grow, additional equipment is necessary to keep up with the maintenance of the community. Existing equipment needs to be replaced with better technology and more sustainable equipment.

4. Parks, Playgrounds, and trail development

The Town of Penhold is a community of young families who enjoy spending their time outdoors. Parks, playgrounds, and connected pathways continue to be a priority within the community.

5. Underground utilities - End of life assets

Asset Management will be a help to identify underground utilities that are reaching the end of life. Underground services will be monitored and replaced as the need and funding is available.

Budget Assumptions:

The 10 Year Capital Budget has been built on the following assumptions:

1. The 10 Year Capital Plan will be considered Council's primary multi-year capital planning document.
2. The plan was built using the Tangible Capital Asset Listing and the equipment replacement plan therefore capital purchases will consider age, use, and condition before purchasing new equipment.
3. Costs have been projected using 2024 figures and are expected to be updated annually.
4. Projects within the plan are based on available grants and reasonable interest rates. If Federal and Provincial grants are reduced or interest rates increase, projects will be reevaluated on an ongoing basis.
5. Utilities are progressively being moved to a cost recovery mandate.
6. Borrowing considerations are project specific and will take length of term and interest rates into consideration.
7. Annual capital budgets may deviate from the plan based on asset conditions, priorities and available funds.

OPERATIONAL BUDGET

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
REVENUE										
Taxes	4,300,158	4,429,163	4,562,038	4,698,899	4,839,866	4,985,062	5,134,614	5,288,652	5,447,312	5,610,731
New Growth	76,099	78,382	80,734	83,156	85,651	88,220	90,867	93,593	96,401	99,293
Sale of Services	4,237,003	4,378,966	4,525,633	4,677,159	4,833,703	4,995,431	5,162,512	5,335,123	5,513,443	5,697,661
Franchise Fees & Interest	824,000	848,720	874,182	900,407	927,419	955,242	983,899	1,013,416	1,043,819	1,075,133
Other Revenue	254,470	262,104	269,967	278,066	286,408	295,000	303,850	312,966	322,355	332,025
Grants	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0
Requisitions	1,567,660	1,614,690	1,663,130	1,713,024	1,764,415	1,817,348	1,871,868	1,928,024	1,985,865	2,045,441
Total Assets	12,259,390	12,597,172	12,945,087	13,303,440	13,672,543	14,052,719	14,444,301	14,847,630	15,263,059	15,690,951
EXPENSES										
Total Expenses	11,382,053	11,798,080	12,230,781	12,680,866	13,149,076	13,451,414	13,958,234	14,360,490	14,909,307	15,480,489
Capital Expenditures	4,209,300	2,375,232	2,336,393	2,252,428	2,327,965	2,347,377	2,381,245	2,791,871	2,813,336	2,185,000
Total Expense & Capital	15,591,353	14,173,312	14,567,174	14,933,294	15,477,041	15,798,791	16,339,479	17,152,361	17,722,643	17,665,489
Over/Under	-3,331,963	-1,576,140	-1,622,087	-1,629,854	-1,804,498	-1,746,072	-1,895,178	-2,304,731	-2,459,584	-1,974,538

This chart represents the Town of Penhold's estimation of revenues, expenditures, and capital spending for the next 10 years. This document will be reviewed annually, as priorities are revisited, and costs are amended.

** This number is based on the projects found in the capital listing. Those projects are grant-specific so to complete the projects the Town of Penhold would need to find grants for the 'underfunded' amounts and/or use reserve funding or those projects would not move forward.

Appendix B

CAPITAL BUDGET

Department		Asset Name	Description #1	Acq. Year	Replacement Value	Replace Year	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	32	Roads - Collector	Road Repairs- Robinson upgrade		1,300,000	Ongoing	240,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
	32	Roads - Local Roads	Road Repairs - Emma 2025		500,000	Ongoing	40,000	53,232	36,393	22,428	22,965	10,377	40,245	20,000	20,000	20,000
	32	Roads - Highway Intersections	Waskasoo & Hwy 42		4,200,000	Ongoing	974,300	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
	32	Sidewalks & Curb	Replacement of aging sidewalks	1940		Ongoing	140,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
	32	Brick Sidewalks	Brick Sidewalk Replacement with concrete	2000	500,000	2020	160,000	60,000	50,000	50,000						
	32	Additional 1-ton Truck	for replacement in 2035			New						75,000				
	32	Additional 3/4 ton Truck	for replacement in 2035			New							70,000			
	32	AdditionalWheel Loader	for replacement in 2035			New									200,000	
	32	Signs - Entrance Signs x 3		2005		2035										30,000
	32	Signs - Sign Boards x 2	Likely replace one with digital sign	2005	6,000	2035										10,000
	32	Signs - Information x 10	Replace PW signage	2005	6,000	2035										15,000
Storm	37	Ring-o matic Steamer	Unit# 38	2016	120,000	2026	120,000									
	37	Storm Pond -Lincoln Pump	Lincoln Storm Pond pumps	2012	60,000	2032							60,000			
	37	Storm Line Upgrades	Grey & Fleming, Emma, Windsor, 3370.63 M + 43 Catch basins			2032							75,000	75,000	75,000	
Water	41	Water Line Upgrades	15919.85 M	1980	500,000	Ongoing	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
	41	2015 Chev Silverado	Unit # 6	2015	60,000	2025	65,000									
	41	Additional 1/2 ton Truck				New							65,000			
Sewer	42	Sewer Line Upgrades	Emma to Lucina, Windsor, Esther, west of 2A, 10846.74 M				250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000		
	42	2020 Chev Colorado	Unit # 11	2020	40,000	2030					40,000					
	42	2015 Chev Silverado	Unit # 7	2015	60,000	2025										65,000
Parks & Recreation	72	JD 1445 31 HP Commercial Mount Mower w 4wd	JD 1445 Mower 31 hP-60"	2009	50,000	2019	50,000									
	72	JD Tractor/Mower	Unit# 44	2012	50,000	2022	50,000									
	72	2016 JD 1550 72" Deck Mower	Unit# 47	2016	42,000	2026	42,000									
	72	2018 JD Tractor/Mower	unit # 48	2018	80,000	2028			80,000							
	72	2019 John Deer Gator	Unit# 49	2019	32,000	2029				32,000						
	72	JD 1550 Mower with 72" Side Discharge	Unit # 41	2020	50,000	2030					50,000					
	72	2021 JD 4052 Compact Utility Tractor	Unit# 51	2021	55,000	2031						55,000				
	72	2021 JD MX6 Rotary Cutter	Attachment for Unit#51	2021	15,000	2031						15,000				
	72	2021 Case Harley Rake	Attachment for Skidsteer/CTL	2021	15,000	2031						15,000				
	72	2021 Frontier Core Aerator	Attachment for Unit#51	2021	10,000	2031						10,000				
	72	2021 Frontier Rotary Tiller	Attachment for Unit#51	2021	12,000	2031						12,000				
	72	2021 Case Compact Track Loader	Unit# 60	2021	95,000	2031									95,000	
	72	2021 Compact Utility Tractor 4052	Unit# 51	2021	40,000	2031						40,000				
	72	2023 JD Mower	Unit # 52	2023	30,000	2033								30,000		

CAPITAL BUDGET

Department		Asset Name	Description #1	Acq. Year	Replacement Value	Replace Year	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	72	2023 JD Mower	Unit# 53	2023	30,000	2033								30,000		
	72	2018 Chev Silverado	Unit#13 (Bought Used)	2024	60,000	2034									60,000	
	72	2023 JD 4052 M Cab Tractor	Unit# 54	2024	60,000	2034									60,000	
	72	Ice Resurfacers Attachments	(cut from '24,'25)		24,000	New	24,000									
	72	Additional Gator														
	72	Additional Skid Steer			100,000	New							100,000			
	72	Additional Backhoe			200,000	New									200,000	
Library	73	Library - Leasehold improvements	Paint, flooring	2010	50,000	2036						10,000	10,000	10,000	10,000	10,000
RV Park	75	RV Park Mower (2018 John Deere Ztrak)	Unit# 50	2019	20,000	2029				20,000						
Arena	76	Security Cameras	Done in 2024 - Every 5 years	2018	5,000	2028			15,000					5,000		
	76	Dressing Room Refurbish		2011	690,207	2034								251,871	138,336	100,000
	76	Arena Board and Glass		2011	1,000,000	2036			50,000			75,000	75,000	100,000		100,000
	76	Cleaning Equipment		2011	15,000	2025								15,000		
	76	Olympia Ice Resurfacers		2024	175,000	2034								75,000	100,000	
	76	Ice Plant Replacement	Compressors (x2) Chiller, Condenser	2011	1,000,000	2036										250,000
	76	Dehumidifier	For Arena	2011	150,000	2031					75,000	75,000				
Gym	77	Truck for Multiplex			55,414	2028			55,000							
	77	Toolcat		2017	75,000	2027						75,000				
	77	Twintec Battery Scrubber		2022	8,000	2032							8,000			
	77	Arena meeting room Furniture		2023	30,000	2033								30,000		
	77	Ride on Scrubber		2023	12,000	2033								10,000		
	77	Coat of Arms		2022	8,000	2032							8,000			
	77	HVAC Units (x14)	each unit estimated at \$30,000	2011	420,000	2036								50,000	50,000	
	77	Roof Replacement or refinishing	To be done in Future	2011	1,500,000	2036			50,000		50,000	50,000	50,000	50,000	50,000	50,000
	77	Audio Control System	Audio Rack in Data Room	2023	25,000	2033								25,000		
	77	Multiplex Flooring Replacement	Replace Flooring in Multiplex	2011	500,000	2036						100,000	100,000	100,000	100,000	100,000
	77	Multiplex Parking Lot refurbish		2010	500,000	2035					100,000	100,000	100,000	100,000	100,000	
Fitness	78	LED Electronic sign	located at Hwy 2a and Hwy 43	2017	120,000	2027					120,000					
	78	Christmas Lights	Installed on Roof of Multiplex - LED	2016	50,000	2026						50,000				
	78	Dressing Room Refurbish		2011	100,000	2033								100,000		
	78	Fitness Equipment	Various Equipment replacement	2011	13,000	2025	10,000							25,000		
	78	ZOLL Defibrillator	Fitness Center	2011	5,000	2027		5,000								
	78	3 Mirrors	Fitness Center	2011	5,000	2027		5,000								
	78	3 Mirror Stands	Fitness Center	2011	5,000	2027		5,000								
	78	Individual Fitness Pieces (x60)	Each piece is valued at approx \$5000	2011	300,000	2036				25,000	25,000	25,000	50,000	50,000	50,000	50,000
							4,209,300	2,375,232	2,336,393	2,252,428	2,327,965	2,347,377	2,381,245	2,791,871	2,813,336	2,185,000