



2026-2030 Financial Plan V1



Disclaimer

The content of this presentation is for information and discussion purposes only as the Village prepares its 5-year financial plan.

The information within is not the final budget and is subject to change based on the direction of Council.

Contents



- Budget Timeline
- Legislative Requirements
- Council Roles and Responsibilities
- Current Financial Position
- Financial Plan Overview and Key Assumptions
- Cost Drivers and Financial Pressures
- Proposed Tax and Fee Changes
- Next Steps

Appendix: Detailed Department Budgets

Timeline



- February 17, 2026 – Committee of the Whole (COW) meeting – First draft of 2026-2030 Financial Plan
- March 17, 2026 – COW meeting – Detailed Review of 2026-2030 Financial Plan
- March 31, 2026 – COW meeting – Detailed Review of 2026-2030 Financial Plan
- April 14, 2026– Regular council meeting –First three readings of Financial Plan Bylaw, first three readings of Tax Rate Bylaw & Fees and Charges Amendment Bylaw
- April 28, 2026 – Regular council meeting – Adoption of Financial Plan Bylaw and Tax Rate Bylaw and Fees & Charges Amendment Bylaw

Council's Role in the Budget Process

Council's responsibility is to provide direction and oversight

Council is responsible for:

- Approving the Five-Year Financial Plan by bylaw
- Setting service levels and community priorities
- Approving the annual tax rate bylaw
- Ensuring the budget aligns with strategic priorities
- Providing oversight and ensuring financial sustainability
- Representing the interests of the community



Council's Role in the Budget Process (Continued)



Council is not responsible for:

- Preparing the budget or financial statements
- Managing day-to-day operations
- Administering programs or services

Council sets the direction — staff implement and advise

Legislative Requirements



The Financial Plan is required by Provincial legislation

Under the *Community Charter*, Council must:

- Adopt a balanced Five-Year Financial Plan each year (s.165)
- Ensure total expenditures do not exceed total funding
- Undertake public consultation before adoption (s.166)
- Adopt the annual tax rate bylaw (s.197)
- Ensure financial decisions are transparent and accountable

Key legislative constraint: Local governments cannot run a deficit

- Any shortfall must be recovered in the following year
- Financial sustainability must be maintained

Council's Key Budget Decisions

Council's role is to make policy decisions, including:

- What service levels to provide
- What capital projects to prioritize
- How much to contribute to reserves
- Whether to borrow for infrastructure
- How costs are funded (taxes, user fees, reserves)
- How the tax burden is distributed between property classes

The budget reflects Council's priorities and direction



2025 budgeted projects completed:

- Parks – lawnmower replacement project
- Kelsey Recreation Centre – boiler replacement project
- Successful recruitment of permanent CAO
- The support of community group activities at the Kelsey Recreation Centre due to various Council approved Grants in Aid



2025 budgeted projects not started, incomplete or cancelled:

- Land Use and Infrastructure Analysis for Zoning Bylaw Modernization \$123,600 (UBCM grant funded) – CANCELLED due to staff capacity – funding returned to UBCM
- Kelsey Centre Air Conditioning Project - Cooling Centre for extreme heat events \$72,000 (UBCM grant funded) – CANCELLED due to staff capacity – funding returned to UBCM
- MacMillan Drainage Project (in progress as of Fall 2024)
- Economic Development Capacity Building Project \$100,000 – funding through provincial government – not started



Other projects not started or incomplete:



-
- Official Community Plan (OCP)
 - Joint funding agreement with SRD for regional services
 - Agreement with WFP regarding log sort operations
 - Long Term Infrastructure Replacement Strategy
 - Second Phase of Working Waterfront Project
 - Water Meter Bylaw
 - Community Forest
 - Revitalization of Community Garden
 - Tourism initiatives

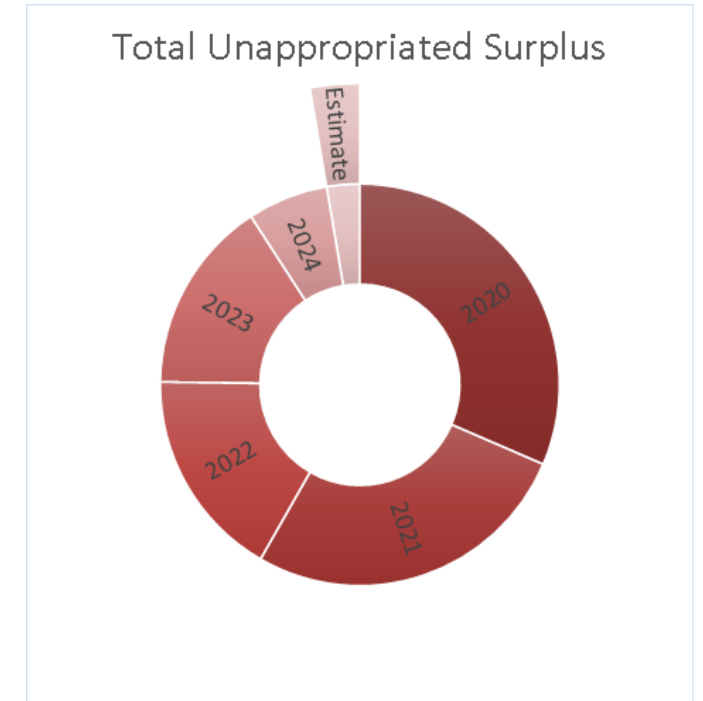
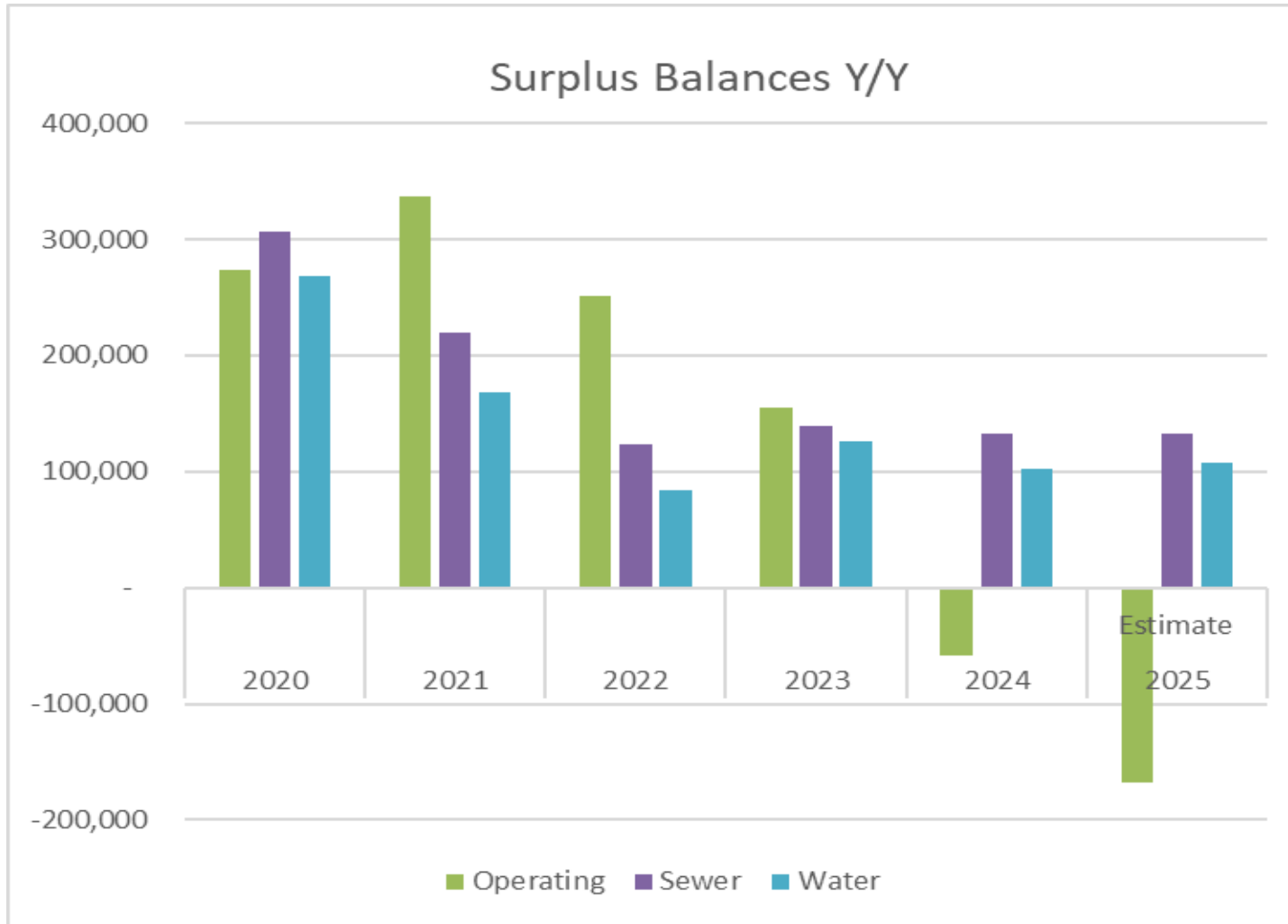
(Source: 2023 Annual Report)

Unbudgeted and additional expenditures in 2025:

-
- Staffing changes -> Additional costs such as consulting and contract labour
 - Legal
 - Emergency repairs to critical infrastructure

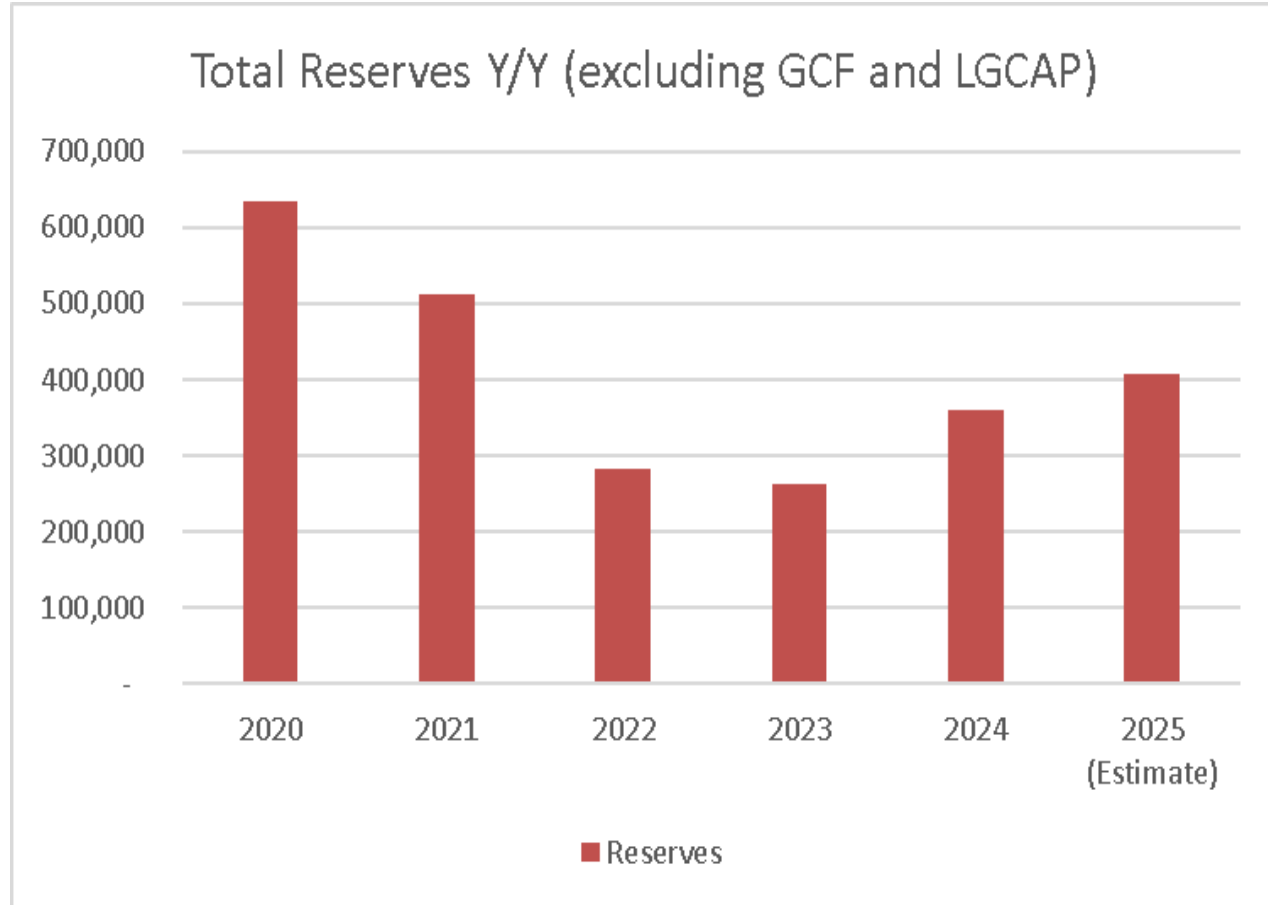


Surplus Comparisons Year/Year



2020	\$ 849,061
2021	\$ 723,884
2022	\$ 457,308
2023	\$ 420,199
2024	\$ 176,325
2025 (Estimate)	\$ 72,133

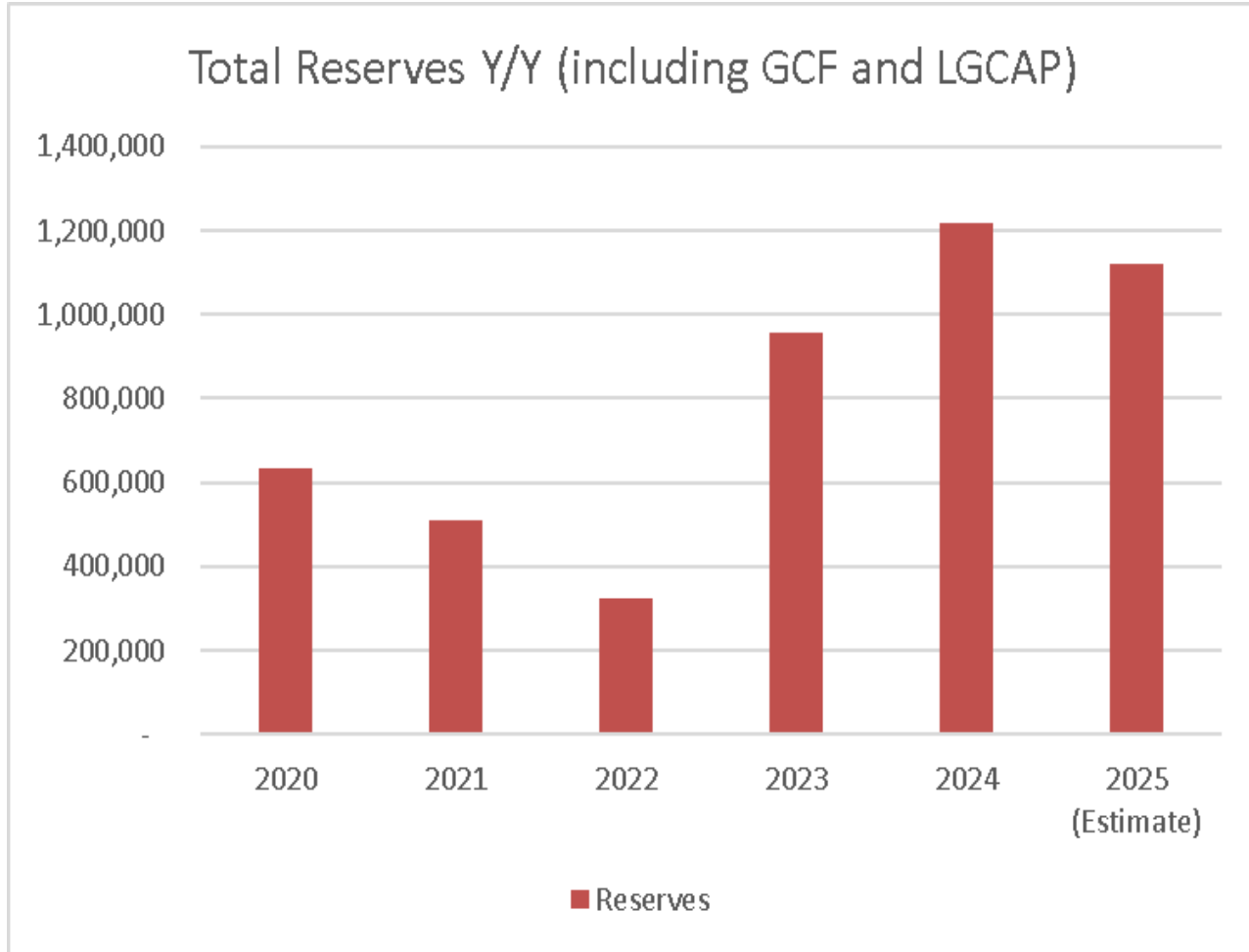
Reserve Comparisons Year/Year



Reserves:	2023	2024	2025 (Estimate)
Transportation Infrastructure	\$ 709	\$ 758	\$ 802
Capital	\$ 2,044	\$ 2,186	\$ 2,325
Sewer Capital	\$ 5,391	\$ 5,767	\$ 6,125
Community Works Fund (Gas Tax)	\$ 247,520	\$ 343,385	\$ 387,385
Election	\$ 3,573	\$ 7,302	\$ 10,665
Total	\$ 259,237	\$ 359,398	\$ 407,302

- Estimated totals include estimated interest allocation entry at year-end
- Gas Tax commitment (future spend) for new Fire Service: \$250,000
- General Local Election 2026 will use funds from Election Reserve

Reserve Comparisons Year/Year



Reserves:	2023	2024	2025 (Estimate)
Transportation Infrastructure	\$ 709	\$ 758	\$ 802
Capital	\$ 2,044	\$ 2,186	\$ 2,325
Sewer Capital	\$ 5,391	\$ 5,767	\$ 6,125
Community Works Fund (Gas Tax)	\$ 247,520	\$ 343,385	\$ 387,385
Election	\$ 3,573	\$ 7,302	\$ 10,665
Climate Action	\$ 84,902	\$ 205,466	\$ 208,450
Growing Communities Fund	\$ 612,000	\$ 654,638	\$ 503,235
Total	\$ 956,139	\$ 1,219,502	\$ 1,118,987

- Climate Action Reserve funds are restricted and have been earmarked for the MacMillan drainage project.
- Growing Communities Fund Reserve – restrictions on eligible expenditures, \$265,000 already earmarked for the MacMillan drainage project.

How We Arrived at the Current Financial Situation



- Multiple years where expenditures exceeded revenues
- Use of accumulated surplus to fund ongoing operations
- Surpluses are now largely depleted. Best practice is to maintain operating reserves equal to at least 2 months of expenditures (approximately \$350,000).
- Restricted reserves cannot be used for operations

2026-2030 Financial Plan (Operating) – Version 1

Guiding Documents:

- 2025 Actual and Projected Expenditures
- Strategic Plan
- Asset Management Strategy & Policy
- Reserve Policy
- HR & Payroll Policies
- Input from Department Managers
- *Community Charter/Local Government Act*



2026-2030 Financial Plan (Operating) – Version 1

Items included in the 2026 Budget based on historical spending and organizational needs:

- Water & Sewer equipment upgrades and safety items
- Personal Protective Equipment (PPE) and Occupational Health and Safety (OHS) training for staff
- Part time Bylaw Enforcement Officer (potential to defer to 2027)
- Council agenda preparation software (potential to defer to 2027)
- PW Manager (potential to defer until mid-2026)
- Parks equipment and maintenance
- Legal, consulting, and contract labour
- Recruitment costs for staff vacancies
- Contingency

Why an Increase is Required



- The Village has experienced multiple years where expenses exceeded revenues
- Accumulated surplus has been used to fund operating costs and is now largely depleted
- The *Community Charter* requires a balanced budget each year
- Ongoing operating costs must now be funded through recurring revenues
- Infrastructure, safety, and legislative compliance requirements must be addressed
- The proposed increase reflects the minimum required to restore financial stability and ensure continued delivery of essential services.

2026-2030 Financial Plan (Operating) – Version 1



Version 1 of the Financial Plan provides a balanced budget for 2026 with the following assumptions:

Taxation

- 50% increase to property tax revenue (option to reduce to 42% presented)
- 14% increase projected in 2027

Utility Fees

- Sewer user fee increase: 5% (10% in 2027)
- Water user fee increase: 25% (15% in 2027)
- Solid Waste: No increase

2026-2030 Financial Plan (Operating) – Version 1



Version 1 of the Financial Plan provides a balanced budget for 2026 with the following assumptions:

Financial Sustainability Measures

- Resume reserve contributions (\$30,000 each to water and sewer)
- \$55,000 transfer from the Growing Communities Fund Reserve to fund sewer and water equipment upgrades

Service Level Adjustments

- Continued cancellation of Kelsey Recreation Centre programming

2026-2030 Financial Plan (Operating) – Version 1

Effect on an average single-family dwelling (estimated):

- Municipal tax increase: \$725 (\$60/month) increase (estimate)
- Sewer user fees: \$19 (\$2/month) increase (estimate)
- Water user fees: \$121 (\$10/month) increase (estimate)
- Solid waste user fees: no increase
- Total increase (estimated): \$865 (\$72/month)



Cost Factors Driving Budget Increases

- Legal costs
- WorkSafeBC orders and mandatory safety compliance requirements
- Reliance on surpluses and reserves in prior years, which are now depleted
- Staffing gaps requiring contract labour and consulting support
- Replacement of obsolete equipment and aging infrastructure
- Increase in insurance premiums
- Cost of Living Allowance (COLA) increases
- Inflation and increased cost of supplies and materials



How to Reduce Increase to Municipal Taxes and User Fees



↑ Revenues

↓ Expenses

→ Combination of both



Options for Reducing Increase to Municipal Taxes and User Fees



- Create new internal revenue sources: frontage or parcel tax, water meters, parks & recreation programming (including campground), increase fees & charges
- New development (growth/non-market change)
- Provincial and Federal grants
- Other grants
- Strathcona Regional District contributions for shared services (Kelsey Centre, health clinic, age-friendly van)
- Operating budget reductions or cuts
- Additional use of reserves (most are restricted or already earmarked for current and future projects)
- Use of surpluses (not sustainable and not an option for 2026)
- Service cuts and staff lay-offs

Reductions Included for Consideration



- Agenda preparation software deferred to 2027 – \$5,000
- Public Works Manager phased to mid-year – \$27,490
(taxation funded portion)
- Bylaw Enforcement Manager deferred to 2027 – \$14,612

Setting Tax Rate Multiples



- What is a Tax Rate Multiple
- Council has full authority to set tax multiples annually
- Tax multiples affect how taxes are shared between property classes, not the total amount collected
- Multiples are a policy tool

Current Tax Multiples

Taxation Class	Tax Multiple
Class 1: Residential	1.00
Class 2: Utilities	8.87
Class 5: Light Industry	12.68
Class 6: Business/Other	6.26
Class 7: Managed Forest	100.59
Class 8: Recreational/Non-Profit	2.22



Tax Collection Options



- **Standard Scheme**
 - Property taxes are due July 2 with a 10% penalty
- **Alternative Scheme**
 - Property tax due date and penalty can be altered.
 - Must be more advantageous to taxpayers than the standard scheme
 - Common approach is to leave the July 2 due date and reduce the penalty amount with the remainder of the 10% applying later in the year.

Provincial Tax Deferment Program

- Provincial program allows deferment of taxes until a home is sold.
- Eligibility generally includes
 - Seniors aged 55 or older
 - Persons with disability
 - Families with children
- Only applies to taxes and not user fees
- Low interest rate (simple, 2% below prime) for seniors



Next Steps



- Council discussion on goals & objectives for remainder of term
- Direction to staff on possible modifications to budget for next COW meeting, including direction on current municipal taxes and user fees, and any changes desired
- Council discussion on service levels, and possible changes
- Discussion regarding future programming at the Kelsey Recreation Centre
- Options to address prior year deficits and a path forward for fiscal sustainability
- Staff to refine budget based on Council direction
- Staff to provide 2025 variance reporting and actuals at next COW meeting – March 17, 2026
- Staff to provide 2026 capital expenditure information at next COW meeting – March 17, 2026

2026-2030 Financial Plan (Operating) – Version 1 Summary

V1 Summary	2025 Budget	2025 Actual	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
OPERATING REVENUE								
Taxation - General Municipal Purpose	625,395	627,642	627,642	891,252	1,016,027	1,076,989	1,141,608	1,210,105
Other taxes	14,349	14,312	14,312	14,086	14,457	14,837	15,228	15,630
Federal Community Works Fund Grant	78,620	39,310	78,620	78,620	78,620	81,765	81,765	81,765
Provincial Gov't Grant - Small Community	368,500	335,000	335,000	330,000	330,000	330,000	330,000	330,000
LGCAP Grant	0	0	0	0	120,373	0	0	120,373
Interest & Tax Penalties	11,300	9,011	9,012	8,925	8,925	8,925	8,925	8,925
General Investment Income	85,750	50,485	49,539	50,000	50,000	50,000	50,000	50,000
Other Revenue	5,450	4,807	5,455	4,800	4,800	4,800	4,800	4,800
Licences, Permits & Fines	13,310	5,220	5,642	5,170	5,239	5,310	5,382	5,456
General Operating Grants	171,500	33,055	60,555	2,500	2,500	2,500	2,500	2,500
Sale of Service - Recreation Centre	22,528	9,052	9,773	1,865	1,865	1,865	1,865	1,865
Donations - Recreation Centre	13,950	1,793	3,874	4,200	4,284	4,370	4,457	4,546
Sale of Service - Other	37,407	20,106	24,950	21,600	22,020	22,453	22,898	23,357
Fire Rescue Revenue	0	0	0	0	0	0	0	0
RCMP Rent	25,000	23,000	25,000	25,200	25,200	25,200	25,200	25,200
RCMP Maintenance	9,748	8,936	6,785	13,004	11,207	11,675	12,174	12,707
Sewer Revenue	110,539	110,157	112,862	108,619	118,380	125,483	133,012	140,993
Water Revenue	201,151	177,634	177,633	227,414	260,026	285,028	312,531	342,784
Solid Waste Revenue	58,107	54,328	58,494	58,107	59,175	60,265	61,376	62,509
Total Operating Revenue	1,852,604	1,523,848	1,605,148	1,845,361	2,133,099	2,111,465	2,213,723	2,443,516

2026-2030 Financial Plan (Operating) – Version 1 Summary

V1 Summary	2025 Budget	2025 Actual	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
OPERATING EXPENDITURES								
Legislative Services	57,400	53,044	57,216	82,550	86,025	89,094	92,296	95,639
Administration	659,540	804,647	906,851	838,954	766,365	778,485	791,019	803,986
Election	0	0	0	10,090	4,000	4,000	4,000	12,000
Recreation Centre	231,102	129,666	130,267	76,809	80,417	83,517	86,830	90,373
Parks	43,216	26,989	30,076	51,974	54,100	55,007	55,942	56,908
Public Works	107,791	79,865	92,626	136,967	158,874	162,120	165,470	168,930
Roads	47,620	27,986	35,533	48,129	48,412	49,061	49,722	50,396
Drainage	15,461	3,464	4,900	14,502	15,131	15,234	15,338	15,445
Planning	32,950	41,718	43,900	42,224	42,248	42,273	42,299	42,325
Police	10,492	6,508	6,785	13,004	11,207	11,675	12,174	12,707
Emergency	9,218	1,286	1,286	2,810	2,876	2,944	3,016	3,092
Health Clinic	1,000	583	350	1,725	1,745	1,764	1,785	1,805
Solid Waste	52,100	40,235	47,810	54,345	55,370	56,415	57,482	58,569
Sewer Operations	109,118	87,038	122,548	114,234	124,557	126,823	129,170	131,601
Water Operations	199,851	166,232	223,402	238,762	281,352	286,494	291,823	297,350
Total Departmental Expenditures	1,620,859	1,472,781	1,707,357	1,732,177	1,737,882	1,770,214	1,803,778	1,846,648
Surplus/(Deficit) Before Amortization & Reserve Transfers	231,745	51,066	(102,209)	113,184	395,217	341,251	409,944	596,867

Appendix: 2026-2030 Financial Plan (Operating) – Version 1 Detail

Description	2025 Budget	2025 Actual	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
GENERAL REVENUE								
<i>Revenue</i>								
Taxation - General Municipal Purpose	625,395	627,642	627,642	891,252	1,016,027	1,076,989	1,141,608	1,210,105
Taxation - NMC								
Total Taxes	625,395	627,642	627,642	891,252	1,016,027	1,076,989	1,141,608	1,210,105
Utilities Tax - B.C. Hydro	3,880	4,136	4,136	4,023	4,104	4,186	4,270	4,355
Utilities Tax - Telus	1,755	1,543	1,543	1,170	1,194	1,217	1,242	1,267
Total Utilities Taxes	5,635	5,679	5,679	5,194	5,297	5,403	5,512	5,622
Federal Grant in Lieu of Taxes (PILTS)	8,714	8,633	8,633	8,892	9,159	9,434	9,717	10,008
Federal Community Works Fund Grant	78,620	39,310	78,620	78,620	78,620	81,765	81,765	81,765
Provincial Gov't Grant - Small Community	368,500	335,000	335,000	330,000	330,000	330,000	330,000	330,000
LGCAP Grant	0	0	0	0	120,373	0	0	120,373
HOG Administration Fee	2,100	2,134	2,134	2,100	2,100	2,100	2,100	2,100
Revenue - Other General	1,250	1,926	1,925	1,750	1,750	1,750	1,750	1,750
General Investment Income	85,750	50,485	49,539	50,000	50,000	50,000	50,000	50,000
Interest on Arrears	2,600	1,419	1,419	1,600	1,600	1,600	1,600	1,600
Interest on Delinquent	1,200	634	634	575	575	575	575	575
Penalty on Current	7,500	6,959	6,959	6,750	6,750	6,750	6,750	6,750
Tax Sale Revenue	0	0	0	0	0	0	0	0
Total Other General Revenue	556,234	446,499	484,863	480,287	600,927	483,974	484,257	604,921
Total General Revenue	1,187,263	1,079,820	1,118,184	1,376,733	1,622,252	1,566,366	1,631,377	1,820,648

Appendix: 2026-2030 Financial Plan (Operating) – Version 1 Detail

Description	2025 Budget	2025 Actual	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
MAYOR & COUNCIL								
<i>Revenue</i>								
Revenue - Other	0	0	0	0	0	0	0	0
Total Legislative Revenue	0	0	0	0	0	0	0	0
<i>Expenditure</i>								
Honorarium - Mayor	10,640	10,780	11,500	11,080	11,634	12,216	12,826	13,468
Honorarium - Councillors	32,960	32,560	35,720	34,720	36,456	38,279	40,193	42,202
Payroll Costs - Mayor & Council	1,200	1,505	1,500	1,475	1,505	1,535	1,565	1,597
Travel & Education - Council	1,500	518	518	22,350	22,797	23,253	23,718	24,192
Information Technology	6,250	5,969	6,000	7,500	7,650	7,803	7,959	8,118
Council - Insurance (AD&D)	0	0	150	275	283	292	300	310
Council - Special Projects	2,500	0	78	2,500	2,500	2,500	2,500	2,500
Grants in Aid	1,500	1,509	1,500	1,500	1,500	1,500	1,500	1,500
Council - Office Supplies/Expenses	850	203	250	850	850	850	850	850
Telephone & Internet	0	0	0	300	850	867	884	902
Total Legislative Expenditure	57,400	53,044	57,216	82,550	86,025	89,094	92,296	95,639
Net Legislative	(57,400)	(53,044)	(57,216)	(82,550)	(86,025)	(89,094)	(92,296)	(95,639)

Appendix: 2026-2030 Financial Plan (Operating) – Version 1 Detail

Description	2025 Budget	2025 Actual	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
ADMINISTRATION								
<i>Revenue</i>								
Grants - Admin	125,000	33,055	58,055					
First Nations Relations Revenue	0	0	0	0	0	0	0	0
Business Licenses	4,290	2,880	3,300	2,900	2,958	3,017	3,078	3,139
Dog Licenses & Fines	770	558	560	570	581	593	605	617
Photocopies & Fax	440	71	100	100	100	100	100	100
Sayward News Revenue	7,000	1,955	6,850	0	0	0	0	0
Revenue - Other Admin	100	225	225	100	100	100	100	100
Transfer from Reserves	0	0	0	0	0	0	0	0
Total Administration Revenue	137,600	38,744	69,090	3,670	3,739	3,810	3,882	3,956

Continued next page

Appendix: 2026-2030 Financial Plan (Operating) – Version 1 Detail

Expenditure									
Salaries & Wages - Admin	179,000	148,635	166,355	235,008	255,145	262,800	270,684	278,804	
Salaries & Wages - Custodian	1,623	480	480	1,241	1,266	1,291	1,317	1,343	
Salaries & Wages - Public Works	3,852	6,159	6,750	8,688	10,208	10,412	10,620	10,833	
Payroll Costs: Admin & PW	62,098	55,093	60,005	47,350	50,092	51,094	52,116	53,158	
Employee Recognition & Benefits	2,000	1,118	1,118	2,000	2,000	2,000	2,000	2,000	
Recruitment/HR Costs	0	32,680	30,505	25,000	15,000	15,000	15,000	15,000	
Travel & Education - Admin	5,500	5,353	5,350	5,500	5,775	6,064	6,367	6,685	
OHS	0	0	0	10,000	10,000	10,000	10,000	10,000	
Advertising	750	0	0	1,200	1,200	1,200	1,200	1,200	
First Nations Relations Expenses	0	237	237	500	500	500	500	500	
Sayward News	5,822	3,896	5,800	750	750	750	750	750	
Internet	1,103	1,371	1,372	1,392	1,420	1,448	1,477	1,507	
Postage	1,178	1,376	1,325	1,400	1,428	1,457	1,486	1,515	
Audit	18,600	18,600	18,600	19,500	20,475	21,499	22,574	23,702	
Legal	90,000	259,941	302,870	225,000	130,000	130,000	130,000	130,000	
Information Technology	23,500	24,911	25,000	25,000	30,500	31,110	31,732	32,367	
Bank Charges, Fees & Interest	5,146	3,356	4,000	4,100	4,100	4,100	4,100	4,100	
Tax Sale Fees	0	588	588	600	600	600	600	600	
Dues, Memberships & Subscriptions	4,635	5,734	5,734	6,500	6,630	6,763	6,898	7,036	
Insurance - Property	3,621	3,050	3,050	3,111	3,422	3,764	4,141	4,555	
Insurance - Liability	4,198	3,127	3,127	3,190	3,508	3,859	4,245	4,670	
Maintenance & Repairs - Admin Office	1,500	1,837	1,500	2,000	2,000	2,000	2,000	2,000	
Cleaning Supplies - Office	309	263	350	325	325	325	325	325	
Office Supplies	4,200	4,554	5,000	5,350	5,457	5,566	5,677	5,791	
Tax Printing	550	620	620	650	650	650	650	650	
Business Travel/Meetings	515	15	15	400	400	400	400	400	
Economic Development	0	0	0	0	0	0	0	0	
Equipment - Admin Office	3,000	2,249	2,500	3,000	3,000	3,000	3,000	3,000	
Contract Labour - Total	115,000	125,597	140,000	120,000	120,000	120,000	120,000	120,000	
Copier - Rent & Supplies	7,272	7,468	9,000	8,750	8,925	9,104	9,286	9,471	
Telephone & Cell Phone	4,532	4,244	4,700	4,500	4,500	4,500	4,500	4,500	
Heating Fuel	8,000	3,265	2,750	3,750	3,825	3,902	3,980	4,059	
Utilities	7,035	2,850	3,150	3,200	3,264	3,329	3,396	3,464	
Contingency	95,000	75,982	95,000	60,000	60,000	60,000	60,000	60,000	
Total Administration Expenditure	659,540	804,647	906,851	838,954	766,365	778,485	791,019	803,986	
Net Administration	(521,940)	(765,902)	(837,761)	(835,284)	(762,626)	(774,675)	(787,137)	(800,030)	

Appendix: 2026-2030 Financial Plan (Operating) – Version 1 Detail

Description	2025 Budget	2025 Actual	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
ELECTION								
<i>Revenue</i>								
Revenue - Other	0	0	0	0	0	0	0	0
Transfer from Election Reserve	0	0	0	10,100	0	0	0	12,000
Total Election Revenue	0	0		10,100	0	0	0	12,000
<i>Expenditure</i>								
Salaries - Admin	0	0	0	4,400	0	0	0	4,800
Salaries - Public Works	0	0	0	140	0	0	0	240
Payroll Costs - Admin & PW	0	0	0	550	0	0	0	650
Election Expense	0	0	0	5,000	0	0	0	6,310
Transfer to Election Reserve	3,363	0	0	0	4,000	4,000	4,000	
Total Election Expenditure	3,363	0	0	10,090	4,000	4,000	4,000	12,000
Net Election	(3,363)	-	-	10	(4,000)	(4,000)	(4,000)	-

Appendix: 2026-2030 Financial Plan (Operating) – Version 1 Detail

Description	2025 Budget	2025 Actual	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
RECREATION CENTRE								
Revenue								
Grants - Recreation	5,000	0	0	2,500	2,500	2,500	2,500	2,500
Kelsey Centre Gift Certificates	0	0	0	0	0	0	0	0
Age Friendly Program Revenue	900	333	333	0	0	0	0	0
Swim Lesson Fees	0	0	429	0	0	0	0	0
Ten Pack	3,513	2,468	2,549	0	0	0	0	0
Single User - Pool	0	128	128	0	0	0	0	0
Single User - Gymnasium	400	358	358	0	0	0	0	0
Drop In Fitness Fees	400	61	61	0	0	0	0	0
Drop In Weight Room Fees	400	168	168	0	0	0	0	0
Monthly Passes	1,400	724	724	0	0	0	0	0
Shower Fees	0	19		0	0	0	0	0
After School Program/Day Care Fees	2,750	1,152	1,152	0	0	0	0	0
Concession Sales	5,500	1,383	1,383	0	0	0	0	0
Pool Rental	0	0	0	0	0	0	0	0
Gym Rental	2,600	120	350	1,200	1,200	1,200	1,200	1,200
Room Rental	1,500	983	983	500	500	500	500	500
Rentals - Tables and Chairs	165	206	206	165	165	165	165	165
Birthday Party/Event Revenue	3,000	949	949	0	0	0	0	0
Revenue - Other	0	110	110	0	0	0	0	0
Kelsey Centre Van Donations	2,500	1,469	3,550	4,200	4,284	4,370	4,457	4,546
Special Event Donations	4,950	144	144	0	0	0	0	0
Afterschool Program Donations	2,500	30	30	0	0	0	0	0
Seniors Special Events Donations	0	0	0	0	0	0	0	0
Teen Program Donations	4,000	150	150	0	0	0	0	0
Total Recreation Centre Revenue	41,478	10,955	13,757	8,565	8,649	8,735	8,822	8,911

Continued next page

Appendix: 2026-2030 Financial Plan (Operating) – Version 1 Detail

<i>Expenditure</i>									
Operating Expenses									
Salaries & Wages - Admin	47,335	11,354	11,354	0	0	0	0	0	0
Wages - Recreation	29,722	27,486	27,486	0	0	0	0	0	0
Wages - Custodian	5,274	3,627	3,627	4,966	5,065	5,167	5,270	5,375	
Wages - Lifeguards & Pool Maintenance	1,193	1,928	1,928	0	0	0	0	0	0
Payroll Costs: Admin & PW	16,841	11,000	10,955	1,933	1,791	1,826	1,863	1,900	
Travel & Education - Recreation	2,000	382	382	0	0	0	0	0	0
Advertising	750	0	0	0	0	0	0	0	0
Information Technology	3,500	3,172	3,150	3,500	3,500	3,500	3,500	3,500	3,500
Bank Charges, Fees & Interest	600	440	506	0	0	0	0	0	0
Dues, Memberships & Subscriptions	1,000	472	472	500	500	500	500	500	500
Afterschool Supplies/Expenses	1,500	261	261	0	0	0	0	0	0
Concession	3,000	624	624	0	0	0	0	0	0
Seniors Special Events Expenses	250	0	0	0	0	0	0	0	0
Special Events Expenses	4,000	212	212	0	0	0	0	0	0
Teen Program Expenses	4,000	1,350	1,350	0	0	0	0	0	0
Swim Lesson Expenses	0	107	107	0	0	0	0	0	0
Age Friendly Programming Expenses	0	0	0	0	0	0	0	0	0
M & R, Gas & Oil - Age Friendly Van	5,000	3,977	3,550	4,200	4,284	4,370	4,457	4,546	
Office Supplies	2,000	566	475	250	250	250	250	250	250
Chemicals & Maintenance - Pool	2,025	1,312	1,312	850	867	884	902	920	
Supplies - Recreation Centre	1,200	208	208	250	250	250	250	250	250
Business Travel/Meetings	650	205	205	0	0	0	0	0	0
Equipment - Recreation Centre	3,500	2,899	2,899	0	0	0	0	0	0
Contract Labour	0	1,372	1,650	850	850	850	850	850	850
Telephone & Internet	2,861	2,081	2,162	2,200	2,244	2,289	2,335	2,381	
Sub Total Operating Expenses	138,201	75,035	74,875	19,499	19,601	19,886	20,177	20,473	
Building Expenses									
Salaries & Wages - Public Works	7,187	7,328	7,650	7,043	8,081	8,242	8,407	8,575	
Insurance - Property	14,829	13,948	13,948	14,227	15,650	17,215	18,936	20,830	
Insurance - Liability	1,597	2,344	2,344	2,391	2,630	2,893	3,182	3,500	
Maintenance & Repairs - Recreation	19,500	6,210	6,850	7,500	7,650	7,803	7,959	8,118	
Cleaning Supplies	850	494	600	650	663	676	690	704	
Heating Fuel	25,813	13,060	11,250	12,250	12,495	12,745	13,000	13,260	
Utilities	23,125	11,248	12,750	13,250	13,648	14,057	14,479	14,913	
Sub Total Building Expenses	92,900	54,631	55,392	57,310	60,816	63,631	66,653	69,900	
Total Recreation Centre Expenditure	231,102	129,666	130,267	76,809	80,417	83,517	86,830	90,373	
Net Recreation Centre	(189,624)	(118,711)	(116,510)	(68,244)	(71,768)	(74,782)	(78,008)	(81,462)	

Appendix: 2026-2030 Financial Plan (Operating) – Version 1 Detail

Description	2025 Budget	2025 Actual	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
RCMP								
<i>Revenue</i>								
RCMP Rent	25,000	23,000	25,000	25,200	25,200	25,200	25,200	25,200
RCMP Maintenance	9,748	8,936	6,785	13,004	11,207	11,675	12,174	12,707
Total RCMP Revenue	34,748	31,936	31,785	38,204	36,407	36,875	37,374	37,907
<i>Expenditure</i>								
Salaries & Wages - Public Works	2,777	338	500	1,421	1,673	1,707	1,741	1,776
Payroll Costs: Admin & PW	808	33	80	222	271	277	282	288
Insurance - Property	1,550	1,372	1,372	1,450	1,595	1,755	1,930	2,123
Insurance - Liability	211	195	195	200	220	242	266	293
Maintenance & Repairs - Police	1,500	82	150	5,000	2,500	2,500	2,500	2,500
Municipal Services Expense	3,645	4,488	4,488	4,712	4,948	5,195	5,455	5,727
Total RCMP Expenditure	10,492	6,508	6,785	13,004	11,207	11,675	12,174	12,707
Net RCMP	24,256	25,428	25,000	25,200	25,200	25,200	25,200	25,200

Appendix: 2026-2030 Financial Plan (Operating) – Version 1 Detail

Description	2025 Budget	2025 Actual	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
ROADS								
<i>Revenue</i>								
Snow Removal Revenue	1,750	0	650	600	600	600	600	600
Total Roads Revenue	1,750	0	650	600	600	600	600	600
<i>Expenditure</i>								
Salaries & Wages - Public Works	4,628	2,345	3,750	5,842	5,510	5,620	5,732	5,847
Payroll Costs: Admin & PW	2,134	397	300	932	1,041	1,061	1,083	1,104
Maintenance & Repairs - Roads	10,000	4,873	6,500	10,000	10,000	10,000	10,000	10,000
Sand & Salt	4,500	717	3,500	4,500	4,500	4,500	4,500	4,500
Contract Labour	1,500	0	0	1,500	1,500	1,500	1,500	1,500
Utilities - Street Lighting	24,858	19,654	21,483	25,355	25,862	26,379	26,907	27,445
Total Roads Expenditure	47,620	27,986	35,533	48,129	48,412	49,061	49,722	50,396
Net Roads Services	(45,870)	(27,986)	(34,883)	(47,529)	(47,812)	(48,461)	(49,122)	(49,796)

Appendix: 2026-2030 Financial Plan (Operating) – Version 1 Detail

Description	2025 Budget	2025 Actual	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
DRAINAGE								
<i>Revenue</i>								
Transfer from Reserves	0	0	0	0	0	0	0	0
Total Drainage Revenue	0	0	0	0	0	0	0	0
<i>Expenditure</i>								
Salaries & Wages - Public Works	4,628	1,278	1,250	3,748	4,272	4,357	4,445	4,533
Payroll Costs: Admin & PW	833	175	150	754	859	876	894	912
Maintenance & Repairs - Drainage	9,000	2,011	3,000	9,000	9,000	9,000	9,000	9,000
Contract Labour	1,000	0	500	1,000	1,000	1,000	1,000	1,000
Total Drainage Expenditure	15,461	3,464	4,900	14,502	15,131	15,234	15,338	15,445
Net Drainage	(15,461)	(3,464)	(4,900)	(14,502)	(15,131)	(15,234)	(15,338)	(15,445)

Appendix: 2026-2030 Financial Plan (Operating) – Version 1 Detail

Description	2025 Budget	2025 Actual	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
SEWER								
Revenue								
Frontage Tax - Sewer Kelsey	6,032	6,032	6,032	0	0	0	0	0
Sewer User Fees	104,506	102,470	102,470	107,619	118,380	125,483	133,012	140,993
Sewer Connection Fees	0	500	500	500	0	0	0	0
Revenue - Other	0	1,154	1,160	500	0	0	0	0
Actuarial Adjustment - Sewer	0	0	2,700	0	0	0	0	0
Transfer from Reserves	0	0	10,000	20,000	0	0	0	0
Total Sewer Revenue	110,539	110,157	122,862	128,619	118,380	125,483	133,012	140,993
Expenditure								
Salaries & Wages - Admin	28,000	18,652	21,863	29,376	31,600	32,232	32,876	33,534
Salaries & Wages - Public Works	29,323	17,088	28,950	29,143	35,111	35,813	36,529	37,260
Payroll Costs: Admin & PW	12,674	9,681	11,500	12,577	14,102	14,384	14,671	14,965
Travel & Education - Sewer	1,000	175	300	1,000	1,000	1,000	1,000	1,000
Dues, Memberships and Subscriptions	0	0	0	350	350	350	350	350
Insurance - Property	3,374	3,328	3,328	3,450	3,795	4,175	4,592	5,051
Insurance - Liability	574	488	488	490	539	593	652	717
Maintenance & Repairs - Sewer	12,000	19,236	36,303	20,000	20,000	20,000	20,000	20,000
Sewer Connection Costs	0	0	0	0	0	0	0	0
Equipment - Sewer	1,750	581	1,781	1,750	1,750	1,750	1,750	1,750
Contract Labour	3,500	3,891	3,500	5,000	5,000	5,000	5,000	5,000
Sewer Lease Fees	480	118	118	480	480	480	480	480
Utilities - Agitator, Lift Stations	10,411	7,767	8,385	10,619	10,831	11,048	11,269	11,494
Sewer Principal B/L #338	4,931	4,931	4,931	0	0	0	0	0
Sewer Interest B/L # 338	1,101	1,101	1,101	0	0	0	0	0
Total Sewer Expenditure	109,118	87,038	122,548	114,234	124,557	126,823	129,170	131,601
Net Sewer	1,420	23,119	314	14,385	(6,177)	(1,340)	3,843	9,392

Appendix: 2026-2030 Financial Plan (Operating) – Version 1 Detail

Description	2025 Budget	2025 Actual	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
WATER								
<i>Revenue</i>								
Frontage Tax - Water Kelsey	2,075	2,075	2,075	0	0	0	0	0
Water User Fees	199,076	174,658	174,658	217,414	250,026	275,028	302,531	332,784
Water Connection Fees	0	500	500	0	0	0	0	0
Revenue - Other	0	400	400	10,000	10,000	10,000	10,000	10,000
Actuarial adjustment	0	0	0	0	0	0	0	0
Transfer from Reserves/General Surplus	0	0	50,000	35,000	0	0	0	0
Total Water Revenue	201,151	177,634	227,633	262,414	260,026	285,028	312,531	342,784
<i>Expenditure</i>								
Salaries & Wages - Admin	28,000	18,652	22,000	29,376	31,600	32,232	32,876	33,534
Salaries & Wages - Public Works	46,285	41,476	46,285	62,636	97,099	99,041	101,022	103,042
Payroll Costs: Admin & PW	15,964	14,368	15,964	20,583	24,524	25,014	25,514	26,025
Travel & Education	2,000	574	1,100	2,000	2,000	2,000	2,000	2,000
Dues and Subscriptions	0	0	0	250	250	250	250	250
Insurance - Property	9,918	8,856	8,856	8,950	9,845	10,830	11,912	13,104
Insurance - Liability	635	586	586	595	655	720	792	871
Maintenance & Repairs - Water	8,000	10,681	10,000	12,000	12,000	12,000	12,000	12,000
Maintenance & Repairs - Plant	15,000	829	20,000	20,000	20,000	20,000	20,000	20,000
Water Connection Costs	0	0	0	0	0	0	0	0
Chemicals - Water	32,000	30,653	35,000	35,000	35,700	36,414	37,142	37,885
Equipment - Water	20,000	1,004	20,000	20,000	20,000	20,000	20,000	20,000
Contract Labour	3,000	24,959	27,500	12,000	12,000	12,000	12,000	12,000
Water Lease Fees	2,081	1,900	1,900	2,122	2,165	2,208	2,252	2,297
Telephone & Internet	1,041	682	700	750	765	780	796	812
Utilities	13,852	8,935	11,435	12,500	12,750	13,005	13,265	13,530
Water Principal B/L #337	1,697	1,697	1,697	0	0	0	0	0
Water Interest B/L #337	379	379	379	0	0	0	0	0
Total Water Expenditures	199,851	166,232	223,402	238,762	281,352	286,494	291,823	297,350
Net Water	1,300	11,402	4,231	23,652	(21,326)	(1,465)	20,709	45,434

Appendix: 2026-2030 Financial Plan (Operating) – Version 1 Detail

Description	2025 Budget	2025 Actual	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
PARKS								
Revenue								
Grants - Parks	0	0	0	0	0	0	0	0
Camping Revenue	18,467	12,080	12,000	14,000	14,420	14,853	15,298	15,757
Revenue - Other Parks	0	0	0	0	0	0	0	0
Park Bench Revenue	1,500	0	0	1,500	1,500	1,500	1,500	1,500
Transfer from Reserves	0	0	0	0	0	0	0	0
Total Parks Revenue	19,967	12,080	12,000	15,500	15,920	16,353	16,798	17,257
Expenditure								
Wages - Custodian	811	466	466	828	845	861	879	896
Salaries & Wages - Public Works	18,154	15,766	17,500	25,694	29,798	30,394	31,002	31,622
Payroll Costs: Admin & PW	4,708	1,573	2,100	3,744	4,541	4,632	4,724	4,819
Advertising	150	0	0	150	150	150	150	150
Insurance - Property	954	1,119	1,119	1,150	1,265	1,392	1,531	1,684
Insurance - Vehicles	739	911	911	950	969	969	969	969
Maintenance & Repairs - Parks	3,000	1,664	1,150	3,500	2,500	2,500	2,500	2,500
Cleaning Supplies	300	123	180	300	300	300	300	300
M & R - Equipment	3,000	109	750	3,000	3,000	3,000	3,000	3,000
Diesel & Oil - Kubota Mower	2,500	653	653	800	816	832	849	866
Supplies - Parks	2,100	1,004	1,250	1,500	1,500	1,500	1,500	1,500
Equipment - Parks	1,500	0	0	3,500	2,500	2,500	2,500	2,500
Contract Labour	1,000	912	950	2,500	1,500	1,500	1,500	1,500
Park Bench Expense	1,400	0	0	1,400	1,400	1,400	1,400	1,401
Utilities	2,900	2,689	3,047	2,958	3,017	3,078	3,139	3,202
Total Parks Expenditure	43,216	26,989	30,076	51,974	54,100	55,007	55,942	56,908
Net Parks	(23,248)	(14,908)	(18,076)	(36,474)	(38,180)	(38,655)	(39,144)	(39,651)

Appendix: 2026-2030 Financial Plan (Operating) – Version 1 Detail

Description	2025 Budget	2025 Actual	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
SOLID WASTE								
<i>Revenue</i>								
Solid Waste User Fees	53,407	53,094	53,094	53,407	54,475	55,565	56,676	57,809
Recycling Revenue	500	1,210	1,200	500	500	500	500	500
Revenue - Other	4,200	25	4,200	4,200	4,200	4,200	4,200	4,200
Transfer from Reserves	0	0	0	0	0	0	0	0
Total Solid Waste Revenue	58,107	54,328	58,494	58,107	59,175	60,265	61,376	62,509
<i>Expenditure</i>								
Insurance - Property	0	36	36	45	46	47	48	49
Maintenance & Repairs - Solid Waste	500	24	24	500	500	500	500	500
Contract Labour	2,600	0	0	2,600	2,600	2,600	2,600	2,600
Waste Disposal & Tipping Fees	49,000	40,176	47,750	51,200	52,224	53,268	54,334	55,421
Total Solid Waste Expenditure	52,100	40,235	47,810	54,345	55,370	56,415	57,482	58,569
Net Solid Waste	6,007	14,094	10,684	3,762	3,805	3,849	3,894	3,940

Appendix: 2026-2030 Financial Plan (Operating) – Version 1 Detail

Description	2025 Budget	2025 Actual	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
PUBLIC WORKS								
<i>Revenue</i>								
Revenue - Other Public Works	250	427	427	250	250	250	250	250
Transfer from Reserves	0	0	0	0	0	0	0	0
Total Public Works Revenue	250	427	427	250	250	250	250	250
<i>Expenditure</i>								
Salaries & Wages - Public Works	55,364	37,875	48,000	67,361	84,640	86,333	88,060	89,821
Payroll Costs: Admin & PW	10,557	11,511	10,500	12,024	15,467	15,777	16,092	16,414
Travel & Education - Public Works	1,500	1,839	2,000	2,000	2,000	2,000	2,000	2,000
PPE & OHS	0	0	1,500	20,000	20,400	20,808	21,224	21,649
Dues, Memberships & Subscriptions	800	833	850	845	862	879	897	915
Insurance - Property	1,541	1,766	1,766	1,800	1,980	2,178	2,396	2,635
Insurance - Liability	2,748	2,540	2,540	2,625	2,888	3,176	3,494	3,843
Insurance & Licenses - Vehicles	4,701	4,752	4,752	4,812	4,908	5,006	5,107	5,209
M & R - Public Works	2,500	1,920	1,900	2,500	2,500	2,500	2,500	2,500
M & R - Tractor and Dump Truck	3,000	34	250	1,500	1,500	1,500	1,500	1,500
Diesel & Oil - Tractor and Dump Truck	750	778	750	800	816	832	849	866
Gas & Oil - Public Works Trucks	5,800	3,099	3,650	4,200	4,284	4,370	4,457	4,546
M & R - Public Works Trucks	5,500	142	750	2,750	2,750	2,750	2,750	2,750
Office Supplies	1,000	752	850	800	800	800	800	800
General Supplies	2,500	2,263	2,300	3,000	3,000	3,000	3,000	3,000
Business Travel/Meetings	500	0	0	500	500	500	500	500
Equipment	2,500	1,890	2,100	3,000	3,000	3,000	3,000	3,000
Contract Labour	0	357	0	0	0	0	0	0
Telephone & Internet	2,650	4,137	4,394	4,500	4,590	4,682	4,775	4,871
Utilities	2,300	1,796	2,195	1,950	1,989	2,029	2,069	2,111
MFA Principal - Truck Loan	1,573	1,573	1,573	0	0	0	0	0
MFA Interest - Truck Loan	7	6	6	0	0	0	0	0
Total Public Works Expenditure	107,791	79,865	92,626	136,967	158,874	162,120	165,470	168,930
Net Public Works	(107,541)	(79,438)	(92,199)	(136,717)	(158,624)	(161,870)	(165,220)	(168,680)

Appendix: 2026-2030 Financial Plan (Operating) – Version 1 Detail

Description	2025 Budget	2025 Actual	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
PLANNING & BUILDING INSPECTION								
<i>Revenue</i>								
Building Permits	8,250	1,782	1,782	1,700	1,700	1,700	1,700	1,700
Planning Revenue	10,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Total Planning Revenue	18,250	7,782	7,782	7,700	7,700	7,700	7,700	7,700
<i>Expenditure</i>								
Building Inspections	3,750	5,611	4,100	5,500	5,500	5,500	5,500	5,500
Planning & Rezoning Costs	10,000	11,236	12,000	12,000	12,000	12,000	12,000	12,000
Contract Labour	18,000	20,261	23,000	23,500	23,500	23,500	23,500	23,500
Payroll Costs	1,200	4,610	4,800	1,224	1,248	1,273	1,299	1,325
Total Planning Expenditure	32,950	41,718	43,900	42,224	42,248	42,273	42,299	42,325
Net Planning	(14,700)	(33,937)	(36,118)	(34,524)	(34,548)	(34,573)	(34,599)	(34,625)

Appendix: 2026-2030 Financial Plan (Operating) – Version 1 Detail

Description	2025 Budget	2025 Actual	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
EMERGENCY PLANNING								
<i>Revenue</i>								
Grants - Emergency Program	2,500	0	2,500	0	0	0	0	0
Revenue - Other Emergency Program	0	0	0	0	0	0	0	0
Total Emergency Planning Revenue	2,500	0	2,500	0	0	0	0	0
<i>Expenditure</i>								
Stipend - Municipal Emergency Program	3,600	0	0	0	0	0	0	0
Payroll Costs - Emergency Program	120	0	0	0	0	0	0	0
Travel & Education - Emergency Program	2,000	0	0	0	0	0	0	0
Insurance - Property	750	751	751	755	793	832	874	918
Insurance - Liability	1,248	535	535	555	583	612	642	675
Municipal Emergency Program Expenses	1,500	0	0	1,500	1,500	1,500	1,500	1,500
Equipment - Emergency Program	0	0	0	0	0	0	0	0
Emergency Program Projects	0	0	0	0	0	0	0	0
Total Emergency Planning Expenditure	9,218	1,286	1,286	2,810	2,876	2,944	3,016	3,092
Net Emergency Planning	(6,718)	(1,286)	1,214	(2,810)	(2,876)	(2,944)	(3,016)	(3,092)

Appendix: 2026-2030 Financial Plan (Operating) – Version 1 Detail

Description	2025 Budget	2025 Actual	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
HEALTH CLINIC								
<i>Revenue</i>								
Revenue - Other	0	0	0	0	0	0	0	0
Total Health Clinic Revenue	0	0	0	0	0	0	0	0
<i>Expenditure</i>								
Insurance - Building	0	320	200	975	995	1,014	1,035	1,055
Maintenance and Repairs - Health Clinic	1,000	263	150	750	750	750	750	750
Total Health Clinic Expenditure	1,000	583	350	1,725	1,745	1,764	1,785	1,805
Net Health Clinic	(1,000)	(583)	(350)	(1,725)	(1,745)	(1,764)	(1,785)	(1,805)



Questions
