District of Barriere

REPORT TO COUNCIL
Memorandum

Date: February 9, 2026	**File:** 530.20/Rpts
To: Council	**From:** Chief Administrative Officer
Re: Draft 2 Budget 2026 Update	

Purpose

To provide Council with an update regarding the changes that have been implemented for Draft 2 of the 2026 Budget, and the impact that those changes had for the District's financial position.

Background

As part of the budget process journey, Council directed staff to implement a variety of changes in an attempt to balance a $212,095 operational shortfall that the initial Draft 1 budget projected.

Council passed an amended resolution at the February 2, 2026, meeting that tries to balance reductions in Council's and operational expenses, with revenue increases in the form of very specific tax changes, such as the Utilities Class 2 or Major Industry Class 4, besides considering similar tax and rate increases as in previous years for the remaining classes.

As Council is aware, the District does currently not have a significant surplus, as highlighted during the 2024 Audit which was recently completed, and reserves are rapidly depleting with major infrastructure projects like the Wastewater Treatment Plant (WWTP) upgrade chipping away on the District's accumulated surplus and reserves. Further, 2026 amortization amounts for the District are expected to be valued at over $671,000.

As a result, Council was trying to find a way to defer costs through a 5-year loan for $150,000 worth of Roads Equipment, while retaining cash in reserves and potentially generating a surplus in 2026 to support 2027 capital expenses regarding the WWTP and other projects that are on the horizon.

Based on Council's direction, staff can now advise that the strategies Council asked to be implemented, result in a balanced budget with an estimated Surplus of roughly $59,955.

Staff has also now included the Operational Grant Projects (Expenses: $461,912; Revenues: $476,792) once it was confirmed that the strategies employed were able to provide a positive operating budget. This will provide an additional positive variance of $14,880 to the budget.

Inclusive of the Operational Grant Projects, the Surplus is now projected to be roughly **$74,835.**

Budget Changes - Details

Capital:

Initial budget: $5,095,000 -> reduced by $25,000 (paving program reduction)

New budget: **$5,070,000**

Operating Expenditures

Initial budget: $3,092,106 -> reduced by $24,502 (includes $5,100 Legislative; $13,402 Employer Costs; $1,500 Fleet and Equipment; $4,000 Transportation; $500 Fire Department) -> also removed Debt principal costs for 2025 Bush Truck to be funded from reserve in the amount of $30,843.

New budget: $3,036,761

Operational Grant Project expenses were also added in the amount of $461,912, which increased the overall operational expense budget to: **$3,498,673**.

Reserves

Initial budget for ending balance total for Reserves: $1,427,577 -> increased by $175,899 ($25,000 from paving program, $150,000 for Roads Equipment (coming from Debt), $899 additional interest on balance in reserves) -> decrease by $55,069 for principal payments on the loans for the Roads Equipment and the 2025 Bush Truck.

New ending balance: **$1,548,407**

Operating Revenues

Initial budget: $3,199,809

Item	**Additional Revenue**
User Fees (Leases, Solid Waste, etc.) +5%	$10,309
Wastewater +5%	$5,153
Water +7.5%	$28,000
Water - other revenue changes	$500
General Taxation increase by 9%	$114,174
Major Industry ~2.9% of Burden = +$3,500	$3,500
Additional Interest earned from Reserves	$899
Total Change in Revenue	**$162,535**

New budget: $3,362,344

Operational Grant Project revenues were also added in the amount of $476,792, which increased the overall operational expense budget to: **$3,839,136**.

In summary, these changes now show the following Draft 2 version of the Visual Consolidated Financial Plan.

2026 CONSOLIDATED FINANCIAL PLAN

Operating	
Operating Revenue	3,839,136
Operating Expenditures	(3,498,673)
Operating Surplus	340,463
Transfer to Reserves	(320,697)
Net Operating Surplus	19,766
Transfer to Capital	(19,766)
Net After Capital Transfer	-

Capital	
Debt / Loan	150,000
Capital Grants	3,358,000
Transfer from Operations	19,766
Transfer from Reserves/surplus	1,617,069
Transfer from DCCs	-
Net Capital Funding	5,144,835
Capital Expenditures	(5,070,000)
Capital - Surplus/Deficit	**74,835**

As previously indicated, the estimated Surplus for 2026 sits now at roughly $75,000. Although, at first look this seems to be a reasonable surplus projection, there are a few items for Council to consider, before determining if this should be reduced (through rate reductions, etc.). For example:

1. The District's accumulated Operating Surplus was only roughly $100,000 at the conclusion of the 2024 audit that was completed just before Christmas 2025, and some Surplus funds were used in 2025 as well which would further reduce the available Surplus to start 2026 (estimated at $85,000; however, there is a high chance that the audit for 2025 will further reduce this amount).

2. As both the 2025 Bush Truck and 2026 Roads Equipment would be funded by debt, the loan payments for both items would roughly be $70,000 in 2027 (only roughly $62,000 in 2026 is needed).

3. The principal portion of the debt repayment is proposed to be funded by Reserves in 2026, essentially reducing the Reserves by roughly $55,000.

4. If the Emergency Fund of $100,000 is not used in 2026, and excluding the expenses for the Wastewater Treatment Plan (WWTP) project, there is still a draw on Reserves of roughly $275,000. The Community Works and Interest contributions are anticipated at $320,000 and so the Reserves would be positive by only approximately $45,000. However, the WWTP project is currently reducing the reserves by $1.242 Million.

5. The District will need funds for the final portion of the WWTP and Wastewater project in 2027 and beyond (estimated at roughly $540,000 of District funds for a $2 Million project).

6. If the Fire Hall grant is approved, further District funding may be required to cover any shortfalls (the grant only funds up to $7 Million). At this time the hall was estimated to cost around $8.5 Million, so $1.5 Million would be needed.

7. Long range asset management planning is under way and has identified some challenging funding gaps that exist for our core water and roads services. The current surplus and reserve accounts are not adequate to reduce this funding gap and address current risks.

8. If the amortization amount of roughly $671,000 is added, the Net Income for the District sits at a deficit of roughly $492,000, at this stage of the budget process.

9. The Operating Grant Projects are currently at a deficit of $39,881. What this means is that the District has incurred more expenses than revenue has been received. Further, The District must expense an additional roughly $461,912 in 2026 before the grant funders will reimburse their portion. Depending on when these grants are completed (some require First Nations consultation which can be challenging to progress due to the project complexities and available resources at Simpcw), the District may incur further expenses in 2026, yet the projects may not be completed until 2027 or later, and so available cash is key in finishing these items.

Given all of the above, a Surplus in 2026 would support a recovery and buildup of the accumulated Operating Surplus and/or Reserve accounts and go towards the projects needed in the next few years.

Brochure
Staff have prepared the Budget Brochure based on the updated Visual Summary. In 2025, this brochure proved to be a valuable tool for members of Council, District Staff, and the public alike to understand where the money comes from and where it is used. Further updates to the brochure would be made up until a tax rates bylaw is adopted by Council.

Next Steps

- If Council wants to consider any changes, these should be placed into a report and an updated version of the 2026 budget, to be presented to Council at the February 23, 2026, meeting. The statutorily required 5 year Financial Plan bylaw would then be presented at the March 9, 2026, for first three readings.
- If no significant additional changes are required at this stage, Staff would prepare the statutorily required 5 year Financial Plan Bylaw for the February 23, 2026, meeting for first 3 readings.
- The overall intent would be to have the Financial Plan Bylaw adopted on or before March 30, 2026. This would allow staff to proceed with the necessary steps to update workplans and procure equipment for the Roads programs for example.
- Further, a Fees and Charges Amendment Bylaw would benefit from adoption before the end of March 2026 and would be presented to Council as part of the March meetings for consideration.
- The Tax Rates Bylaw may be presented as early as March 30 for first three readings, but at the latest on April 20 to meet the statutory deadline of May 14. Although all items for the District may be completed and can be finalized, this bylaw is often the last item adopted in the annual process as it requires data from sources outside of the District's jurisdiction (TNRD, Hospital, Police, Schools, and BC Assessment) which are responsible for over 55% (2025 data) of all of the taxes collected by the District.

Attachments

1. Draft 2 – Budget Brochure
2. Draft 2 – Visual Summary
3. Draft 1 – Previously Received Report and attachments from February 2, 2026, Regular Meeting

Prepared by:
D. Drexler, Chief Administrative Officer

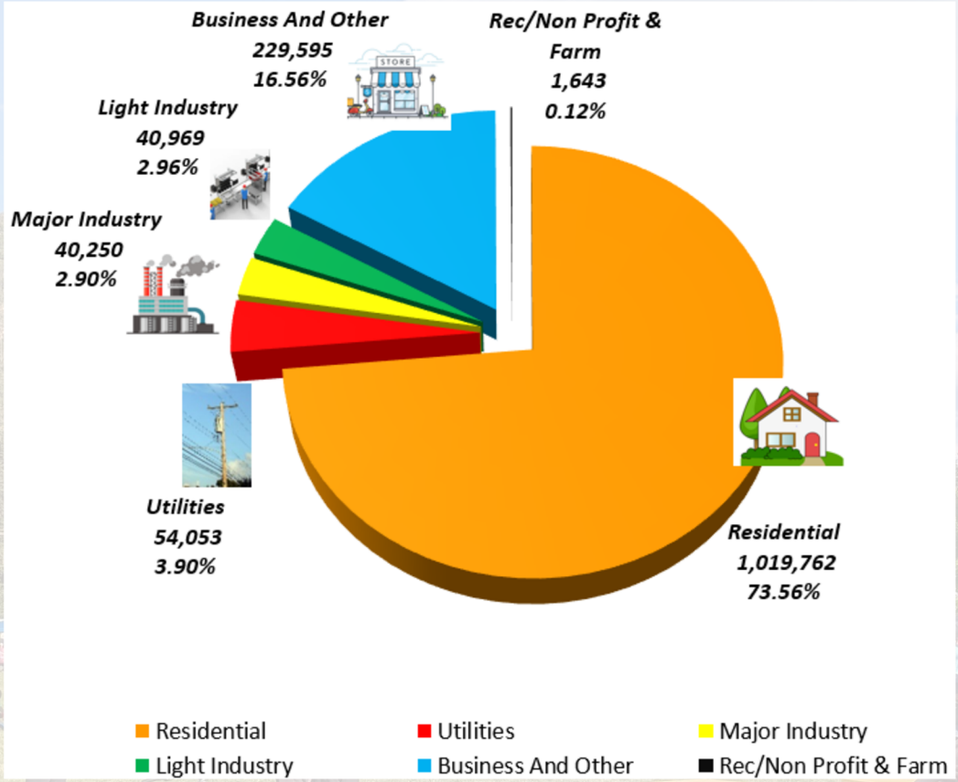


2026 BUDGET - DRAFT 2

February 9, 2026

www.Barriere.ca

Municipal Tax Revenue By Property Class



Council Strategies to Balance the Budget

1. Reduce Councils Legislative expense budget by $5,000
2. Reduce Roads Paving Capital Project by $25,000
3. Utilize Debt for $150,000 Roads Equipment.
4. Include $70,000 Streetlighting in General Taxation
5. Include 40.0 Tax Rate for Utilities Class for ~$41,000 additional General Taxation revenue
6. 7.5% Water and 5% Wastewater increase
7. 5% User Fee increases where applicable
8. General Property Taxation revenue increase by up to 9%
9. Adjust Major Industry Class to ~3% of Tax Burden (from 2.66%)
10. Reduce Operational Budgets by up to $40,000
11. As last resort, utilize Surplus/Reserves to offset shortfall

Proposed Property Tax Rates

	2025*	2026	2025-2026 Change	% Change
Residential	2.5593	2.7446	0.1853	7.24%
Utilities	8.4803	40.00	31.5197	371.68%
Major Industry	8.9831	10.7614	1.7783	19.80%
Light Industry	8.9831	9.6334	0.6503	7.24%
Business And Other	6.2702	6.7242	0.4539	7.24%
Rec/Non Profit	2.5593	2.7446	0.1853	7.24%
Farm	2.5593	2.7446	0.1853	7.24%

*2025 Tax Rates include Streetlighting Changes

Municipal Taxes on a Typical Residential Property

	2025*	2026
Assessed Value	$383,000	$392,000
Municipal Tax Rate	2.5593	2.7446
Municipal Taxes	$980.20	$1,075.87
Total Municipal Taxes	**$980.20**	**$1,075.87**
Change from 2025 -> $95.67 ($7.97 per month)		
Change Per $100,000 Assessed Value		**$24.41**

*2025 Tax Rates include Streetlighting Changes

Residential

	# Folios	Taxes	Average Increase/ Decrease
Decrease in taxes	30	($861)	($29)
Increase <$100	578	$28,000	$48
Increase $100-$500	331	$57,428	$173
Increase $500-$1000	7	$4,282	$612
Increase >$1000	3	$5,396	$1,799
	949	$94,246	$99

Commercial

	# Folios	Taxes	Average Increase/ Decrease
Decrease in taxes	3	($3,287)	($1,096)
Increase <$100	21	$1,191	$57
Increase $100-$500	38	$9,019	$237
Increase $500-$1000	10	$6,304	$630
Increase >$1000	1	$2,571	$2,571
	73	$15,798	$216

Revenues & Expenses

Where the Money Comes From	
Property Taxes	1,386,272
Grant in Lieu & Other Taxes	42,500
User Fees & Charges	1,100,668
Government Transfers	4,607,917
Interest, Penalties & Other Recoveries	59,779
Transfers from Reserves - Carryforward Pr	0
Transfers from Reserves - Current Projects	1,617,069
Funded from Debt/Loan	150,000
Funded from Development Cost Charges	0
Transfers from Surplus - Carryforwards	0
Total Funding Available	**8,964,205**

Where the Money Goes	
General Government	796,873
Protective Services	338,250
Transportation	503,540
Environmental & Public Health	256,137
Planning & Development	14,000
Parks & Recreation	284,789
Facilities	143,050
Water Utility Operations	414,685
Wastewater Utility Operations	279,476
Grant Projects - Ops (incl. Carry Forward)	460,710
Debt Servicing	7,163
Operating Expenditures	**3,498,673**
Capital Projects - Carry Forward	0
Capital Projects - Current Year	5,070,000
Capital Expenditures	**5,070,000**
Transfer to Reserves	**320,697**
Total Expenditures	**8,889,370**
Current Year Net Surplus	**74,835**

Reserve Balances

	Beginning *	Ending	2026 Used
General Capital	743,008	343,082	410,648
Fire Department Capital	154,151	56,875	98,921
Water Capital	490,570	397,704	100,000
Wastewater Capital	0	0	0
Transportation Infrastr.	0	0	0
Parkland	66,574	67,573	0
Community Works	82,679	368,971	0
Growing Communities	1,192,599	204,055	1,000,000
Climate Action Program	115,198	110,147	7,500
Total Reserves	2,844,779	1,548,407	1,617,069

Debt Servicing

	2026	2027	2028	2029	2030
General Fund Equipment Financing - Bush Truck $175,000; 5 years; June 2030	38,006	38,006	38,006	38,006	14,225
General Fund Equipment Financing - Roads Equip $150,000; 5 years; March 2031	24,226	32,224	32,223	32,224	32,224
Total Debt Payments	**62,232**	**70,230**	**70,229**	**70,230**	**46,449**

MUNICIPAL AND OTHER TAXES

2026 includes additional $41,000 for Utility Class 2, $70,000 for Streetlighting, $3,500 for Major Industry = $114,500
For More Information please see Details to the Right

	2022	2023	2024	2025	2026
Municipal Property Taxes					
Amount levied	$ 966,391	$ 1,012,189	$ 1,062,194	$1,154,272	$ 1,386,272
Increase from previous year	$ 49,893	$ 45,798	$ 50,005	$ 92,078	$ 232,000
% Increase from previous year	5.4%	4.7%	4.9%	8.7%	20.1%
Regional District Requisition					
Amount levied	$ 312,266	$ 315,452	$ 329,394	$ 352,843	$ 402,199
Increase from previous year	$ 31,515	$ 3,186	$ 13,942	23,449	49,356
% Increase from previous year	11.2%	1.0%	4.4%	7.1%	14.0%
Requisition as % of municipal taxes	32.3%	31.2%	31.0%	33.2%	29.0%
Hospital Requisition					
Amount levied	$ 133,787	$ 135,681	$ 135,152	$ 145,245	$ 145,282
Increase from previous year	$ (144,654)	$ 1,894	$ (529)	$ 10,093	$ 37
% Increase from previous year	-52.0%	1.4%	-0.4%	7.5%	0.0%
Requisition as % of municipal taxes	13.8%	13.4%	12.7%	12.6%	10.5%
School Requisition					
Amount levied	$ 614,796	$ 676,594	$ 698,918	$ 753,119	$ 753,442
Increase from previous year	$ 56,156	$ 61,798	$ 22,324	$ 54,201	$ 323
% Increase from previous year	10.1%	10.1%	3.3%	7.8%	0.0%
Requisition as % of municipal taxes	63.6%	66.8%	65.8%	65.2%	54.4%
Police Requisition					
Amount levied	$ 95,748	$ 111,787	$ 120,704	$ 127,555	$ 127,555
Increase from previous year	$ 12,515	$ 16,039	$ 8,917	$ 6,851	$ -
% Increase from previous year	15.0%	16.8%	8.0%	5.7%	0.0%
Requisition as % of municipal taxes	9.9%	11.0%	11.4%	11.1%	9.2%
Total Taxation	$ 2,138,519	$ 2,272,445	$ 2,363,783	$2,550,455	$ 2,832,171
Other Taxing Authorities	$ 1,172,128	$ 1,260,256	$ 1,301,589	$1,396,183	$ 1,445,899
% Compared to Municipal Taxes	55%	55%	55%	55%	51%

Capital Projects

New Capital Projects		
Public Works	Facility/Safety Upgrades	15,000
Roads	Paving program	75,000
	CN Rail - Hall Road	25,000
	Winter Roads Equipment	150,000
Fire	Pump Replacement	40,000
	Turnout Gear	25,000
IT	Office Equipment & Technology	20,000
Utilities	WWTP & Wastewater	4,600,000
General	Wayfinding Program Study	20,000
Utilities/Public Works	Emergency repair contingency	100,000
TOTAL NEW CAPITAL PROJECTS		**5,070,000**

Taxation Changes - Details

1. $70,000 is due to Streetlighting change from Utility Billing. Average residential property will see an increase of $56 on municipal taxation while seeing a reduction of $69 on utility bills.
2. $41,000 additional revenue from Utility Class 2. This does not impact other taxation classes such as residential or commercial properties.
3. $3,500 additional revenue from Major Industry Class 4, no impact to residential, commercial, or small industry properties.

Overall $114,500 of the $232,000 overall change is due to specific one time circumstances.

The actual taxation change amount impacting all taxation classes is closer to $117,500, or roughly 9% of additional revenue from taxation.

Non-Market Change (new development) of roughly $3Million will offset taxation increases for other properties. Actual increases may be closer to 7.2-7.5% per residential property.

Individual amounts will vary based on BC Assessment determined property values.

Version: 2026-2 DRAFT (CAPITAL PROJECTS FUNDED)

2026 DRAFT BUDGET

February 9, 2026
SPECIAL MEETING



GENERAL FUND

General Fund Revenues	
Property Taxes	1,268,598
Property Taxes - Increase	117,674
Grant in Lieu & Other Taxes	42,500
User Fees & Charges	384,625
User Fees - Increases	10,309
Government Transfers	1,249,917
Interest, Penalties & Other Recoveries	59,779
Other - Surplus	
From Acc Surplus - 2025 Carry Forwards	-
	3,133,402

Operating	
Operating Revenue	3,133,402
Operating Expenditures	(2,804,512)
Net before Transfers	328,890
Transfer to Reserves (see Reserve Continuity)	(320,697)
Net Available for Capital	8,193

General Fund Operating Expenditures	
General Government	795,671
Protective Services	338,250
Transportation	503,540
Environmental & Public Health	256,137
Planning & Development	14,000
Parks & Recreation	284,789
Facilities	143,050
Debt Servicing	7,163
Operating / Grant Project (non capital)	461,912
Community Support Increases	
Council Follow-up Items	-
	2,804,512



WATER FUND

Water Fund Revenues	
Water - Fixed/Capital Charges	527,081
Water - Usage Charges	-
Water - Miscellaneous Charges	-
Water - Late Penalties	-
Water - Increase	28,000
	555,081

Operating	
Operating Revenue	555,081
Operating Expenditures	(414,685)
Net Available for Capital	140,396

Water Fund Operating Expenditures	
Water Utility Operations	414,685
Debt Servicing	-
Council Follow-up Items	-
	414,685



WASTEWATER FUND

Wastewater Fund Revenues	
Wastewater - Fixed/Capital Charges	145,500
Wastewater - Usage Charges	-
Wastewater - Miscellaneous Charges	-
Wastewater - Late Penalties	-
Wastewater - Increase	5,153
	150,653

Operating	
Operating Revenue	150,653
Operating Expenditures	(279,476)
Net Available for Capital	(128,823)

Wastewater Fund Operating Expenditures	
Wastewater Utiilty Operations	279,476
Debt Servicing	-
Council Follow-up Items	-
	279,476



CAPITAL EXPENDITURES

Capital Funding Sources	
Capital Grants	3,358,000
Debt / Loan	150,000
Operating Surplus Available	
General	8,193
Water	140,396
Wastewater	(128,823)
From Reserves and DCCs	1,562,000
From Accumulated Surplus	
	5,089,766

Capital	
Capital Funding	5,089,766
Capital Expenditures	(5,070,000)
Net Capital Surplus/Deficit	19,766

Capital Expenditures	
Information Technology	20,000
Emergency Services	65,000
Facilities	12,500
Fleet & Equipment	150,000
Engineering	20,000
Public Works	102,500
Water	100,000
Wastewater	4,600,000
	5,070,000

2026 DRAFT BUDGET - CONSOLIDATED

2026 CONSOLIDATED FINANCIAL PLAN

Operating Revenues	
General Fund	3,133,402
Water Fund	555,081
Wastewater Fund	150,653
Other Funding Sources - Surplus	-
	3,839,136

Operating	
Operating Revenue	3,839,136
Operating Expenditures	(3,498,673)
Operating Surplus	340,463
Transfer to Reserves	(320,697)
Net Operating Surplus	19,766
Transfer to Capital	(19,766)
Net After Capital Transfer	-

Operating Expenditures	
General Fund Operating	2,804,512
Water Fund Operating	414,685
Wastewater Fund Operating	279,476
Fee for Service - pending request	
Council Follow-up Items	-
	3,498,673

Capital Funding Sources	
Debt / Loan	150,000
Capital Grants	3,358,000
Funded from Development Cost Charges	-
Transfer from Reserves - 2025 carryforward projects	-
Transfer from Surplus - 2025 carryforward projects	-
Transfer from Reserves - current	1,617,069
	5,125,069

Capital	
Debt / Loan	150,000
Capital Grants	3,358,000
Transfer from Operations	19,766
Transfer from Reserves/surplus	1,617,069
Transfer from DCCs	-
Net Capital Funding	5,144,835
Capital Expenditures	(5,070,000)
Capital - Surplus/Deficit	**74,835**

Capital Expenditures	
New Projects	
General	389,500
Fire	65,000
Water	100,000
Wastewater	1,000,000
Other	7,500
Grant Funded	3,358,000
Debt Funded	150,000
Carryforward Projects	
General Fund	-
Water Fund	
Other Fund	-
Grant Funded	-
	5,070,000

Other Program Funding Sources	
Capital Grants	
Transfer from Reserves	-
Transfer from Accumulated Surplus	-
	-

ACCUMULATED SURPLUS	
Reserves	
Balance - December 31, 2025	2,844,779
2025 Carry Forward Capital Projects	-
Net after funding of Carry Forward Projects	2,844,779
Transfers in from Operating	320,697
Transfer in - 2025 Climate Action funding	
Transfers in - fleet replacement/future capital	
Used to fund 2026 Capital Projects	(1,617,069)
	1,548,407

ACCUMULATED SURPLUS - NON LIQUID	
Investment in Capital Assets	
Beginning Balance	30,120,762
Capital Expenditures	5,070,000
Debt Principal Payments	55,069
Amortization	(671,408)
	34,574,423

ACCUMULATED SURPLUS	
Operating Surplus	
Beginning Balance	85,040
Net Income	3,082,124
Invested in Capital Assets	(4,453,661)
From Reserves - Current Projects	1,617,069
To Reserves - Community Works etc.	(320,697)
To Equipment Reserve	-
	9,875
Less: Internally Restricted	-
Net Operating Surplus	9,875

	Beginning *	Ending	2026 Used
General Capital	743,008	343,082	410,648
Fire Department Capital	154,151	56,875	98,921
Water Capital	490,570	397,704	100,000
Wastewater Capital	-	-	-
Transportation Infrastructure	-	-	-
Parkland	66,574	67,573	-
Community Works (Gas Tax)	82,679	368,971	-
Growing Communities	1,192,599	204,055	1,000,000
Climate Action Program	115,198	110,147	7,500
	2,844,779	1,548,407	1,617,069

ACCUMULATED SURPLUS	
TOTAL	
Operating Surplus	9,875
Investment in Capital Assets	34,574,423
Statutory Reserves	1,548,407
Internally Restricted Funds	-
	36,132,704

Internally Restricted Funds	
Restricted Fund 1	-
Restricted Fund 2	-
	-

* after deducting 2025 carryforward projects

District of Barriere

REPORT TO COUNCIL
Request for Decision

Date: February 2, 2026	**File:** 530.20/Rpts
To: Council	**From:** Chief Administrative Officer

Re: Draft 2026-2030 Financial Plan

Previously Received

Recommendation: THAT Council approves the Draft 1 financial plan as presented and directs staff to implement the following strategies, ranked by priority, in the development of the Draft 2 financial plan, in order to provide a balanced budget:

- Reduce Council's Legislative Operating budget by $5,000 (strategic conference attendance limits)
- Reduce the Roads Paving Capital Project by $25,000
- Accept more day-to-day operational risk and reduce operational expenditures by up to $40,000
- Include funding the $150,000 for Roads Equipment from Debt/Loan, with all Loan principal payments coming from Reserves in 2026
- Include $70,000 Streetlighting Utility Billing revenue as Property Tax revenue with the same % of Tax Burden as in 2025
- Include a Property Tax Rate of 40.00 for Class 2 (Utilities), for roughly $40,000 additional tax revenue, while retaining the Industry classes % of Tax Burden as in 2025
- to meet inflationary and asset replacement pressures, consider:
  - **increasing Water service fees by 7.5%**
  - **increasing Wastewater service fees by 5%**
  - **where applicable, increasing User Fees by 5%**
  - **increasing overall Property Tax revenue by up to 9%**
- adjust the Class 4 (Major Industry) % of Tax Burden to roughly 3% (from 2.66% in 2025), the same as Class 5 (Light Industrial) – approximately $3,500 additional revenue from taxation
- as a last resort, consider balancing any shortfall within the 2026 Financial Plan with funding from surplus/reserves.
- to increase future revenues:
  - **review construction related fees and charges, including Connection fees, DCC's, and Building Permit fees**
  - **connect with other Ridge tenants about cost sharing for Facility Use and Gym rental**

; AND to present Draft 2 of the Financial Plan to the Public at a Special Meeting held on February 9, 2026, at 530pm.

Purpose

To review and provide recommendations regarding Council's second budget workshop on February 9, 2026, and to present Draft 2 of the 2026 Financial Plan for Council's consideration. A copy of the full Draft 1 budget package is attached (some supplementary materials were removed).

Background

As Council considers Draft 2 of the financial plan and provides direction for future amendments, it is important to remember that developing the financial plan is a journey that consists of multiple decision points generally over a period of approximately 4 months.

At the January 26, 2026, budget workshop, Council reviewed Draft 1 of the budget, including capital projects, operational variances, and various overarching changes. Council provided initial feedback on potential strategies to balance the budget which are further discussed below. Some key changes included in the budget at this point:

- All-year Roads department (starting September 2026)
- 2nd Officer position at the Fire Department (starting May 2026)
- Wage Allocation structure changes (Finance wages to other departments, Public Works) to provide better actual costs for each department
- Adjust the starting Property Tax revenue to include the 40.00 Tax Rate for the Utilities Class (roughly $40,000) and the $70,000 Streetlighting re-alignment from utility bills

The draft consolidated budget presented does not include tax rates changes, taxes from other taxing authorities, transfers, or any other strategies recommended to balance the budget and is focused on raw 2026 projections and data. Also, this draft does not include any operational projects and carry forwards to allow for a cleaner look at the day-to-day operating budget.

Oversimplified, the first draft represents the net balance after the 2026 projected revenues, expenditures and capital program have been considered, in order to provide Council with context for decision points moving forward.

Previously Received

2026 CONSOLIDATED FINANCIAL PLAN

Operating	
Operating Revenue	3,199,809
Operating Expenditures	(3,092,106)
Operating Surplus	107,703
Transfer to Reserves	(319,798)
Net Operating Surplus	(212,095)
Transfer to Capital	212,095
Net After Capital Transfer	-

Capital	
Debt / Loan	-
Capital Grants	3,358,000
Transfer from Operations	(212,095)
Transfer from Reserves/surplus	1,737,000
Transfer from DCCs	-
Net Capital Funding	4,882,905
Capital Expenditures	(5,095,000)
Capital - Surplus/Deficit	(212,095)

As per the table above, entering into the budget workshop, Draft 1 of the budget showed a District deficit of approximately -$212,095. This number is overinflated and does not represent the District's full financial condition and only represents the District's starting point for budget deliberations prior to the implementation of any additional strategies.

In previous years, the first draft of the budget may have already included reductions in capital expenditures, potential tax increases, and utilization of reserves/surpluses. This model, established in 2025, tries to allow for some additional Council participation and the ability to continuously evolve and adapt throughout the process while providing a clearly articulated and trackable process. Further, this model permits a recorded process on the strategies employed by Council annually to balance the budget and how Council intends to close the gap between current year revenues and the proposed expenses.

Capital

Staff are proposing a very robust capital plan in 2026 with a heavy focus on infrastructure projects that can support community growth as per Council's Strategic Plan, but also focusing on strategic alignments. As discussed during the Draft 1 Council budget workshop, almost every project included in the 2026 capital plan will either replace failing infrastructure or asset, or provide a measurable benefit or efficiency, or is directly linked to a capital grant project. Further, this plan reflects the direction set by Council through past financial plans, Council's strategic priorities, and further, through Council's policies and bylaws. This Council has and continues to maintain a strong emphasis on asset replacement and stewardship in order to provide consistent, exceptional services to the community. The proposed Draft 1 financial plan is structured to realize these goals and utilizes a combination of various reserves to fund the proposed infrastructure projects.

The table below provides a high-level overview of the Capital Projects. The budget currently does not show any Carryforward Projects from 2025 and prior; however, the ICIP Wastewater Treatment Plant projects should have been on this list, as there were some expenses related to the project in 2024 and 2025, but not nearly the work that was originally anticipated which was deferred primarily to 2026 and 2027.

Previously Received

New Projects	
General	**564,500**
Fire	**65,000**
Water	**100,000**
Wastewater	**1,000,000**
Other	**7,500**
Grant Funded	**3,358,000**
Debt Funded	**-**
Carryforward Projects	
General Fund	**-**
Water Fund	
Other Fund	**-**
Grant Funded	**-**
	5,095,000

Reserves

At this time, the primary funding sources for the Capital projects are the District's Capital reserves.

Given that the 2025 yearend audit will be under way for several months, the actual values to start 2026 may still change; however, a high level of certainty exists for most of the reserve accounts other than the Growing Communities Fund Reserve (due to the Wastewater Treatment Plant expenses from 2024 and 2025, and corresponding revenue from the grant funder) and the General Reserve (due to the amalgamation of various reserve accounts in 2025).

The Draft 1 budget included the below information regarding beginning, proposed usage, and anticipated end amount for each reserve.

	Beginning *	Ending	2026 Used
General Capital	**743,008**	**188,076**	**564,500**
Fire Department Capital	**154,151**	**91,051**	**65,000**
Water Capital	**490,570**	**397,704**	**100,000**
Wastewater Capital	**-**	**-**	**-**
Transportation Infrastructure	**-**	**-**	**-**
Parkland	**66,574**	**67,573**	**-**
Community Works (Gas Tax)	**82,679**	**368,971**	**-**
Growing Communities	**1,192,599**	**204,055**	**1,000,000**
Climate Action Program	**115,198**	**110,147**	**7,500**
	2,844,779	**1,427,577**	**1,737,000**

Previously Received

If the Wastewater Treatment plan project is excluded from the calculations above, and if a balanced operating budget would be in place, the drawdown on reserve would roughly be $495,000, but this includes $100,000 in Emergency funding (which will only be used if required). In addition, $284,000 is budgeted from the Community Works Fund to be contributed into reserves along with applicable interest amounts, estimated at $35,000. So, the actual drawdown may be as low as $76,000 if the Emergency funds are not needed.

Council asked to reduce the Roads Paving project by $25,000 to retain additional cash in reserve.

Debt / Loan

At the Draft 1 workshop, Council inquired about the prospect of funding the $150,000 of Roads Equipment via Debt/Loan to retain additional cash in our reserves while we navigate the significant Wastewater Treatment Plant project which should be substantially concluded in 2027.

The current interest rate with the Municipal Finance Authority (MFA) is 2.85%. For $150,000 this would equate to roughly $32,224 per year in expenses for 5 years, for a total cost of $161,192 (so, $11,192 in Interest). While the principal portion of the loan could be funded by capital reserve or operating dollars (the asset will be capitalized regardless), the interest portion would need to be funded by operating dollars. For 2026, we estimate a total cost of $24,226 ($3,078 interest included) if we take on the debt around April 1. So, the impact on the reserve for 2026 would roughly be $21,148 instead of the full $150,000 to start the pay back of the loan.

The District currently has a Loan for the 2025 Bush Truck for $175,000 which would be very similar when comparing it to a full year. The Bush Truck debt information can be found under “10. Debt Servicing” in the Draft 1 package. Currently the full Debt Servicing for the Bush Truck is budgeted in the operating budget, but could strategically be partially moved to the reserve budget. This would impact the operating and reserve allocation by roughly $33,921 if the principal amount is moved and funded from reserve.

DISTRICT OF BARRIERE
2026-2030 FINANCIAL PLAN
DEBT SERVICING

			2026	2027	2028	2029	2030
General	Project Name: Bush Truck	Principal	33,921	34,921	35,944	37,011	14,131
Equip Fin	Details: $ 175,000, 5-yr, 2030	Interest	4,085	3,085	2,062	995	94
Total principal			**33,921**	**34,921**	**35,944**	**37,011**	**14,131**
Total interest			**4,085**	**3,085**	**2,062**	**995**	**94**
Total debt payments			**38,006**	**38,006**	**38,006**	**38,006**	**14,225**

Previously Received

If the Roads Equipment was added as a loan, the following would be the Debt Servicing projection:

DISTRICT OF BARRIERE
2026-2030 FINANCIAL PLAN
DEBT SERVICING

			2026	2027	2028	2029	2030	2031
Equipment								
General	Project Name: Roads Equipment	Principal	21,148	28,930	29,757	30,624	31,508	8,032
Equip Fin	Details: $150,000, 5yr, 2031	Interest	3,078	3,294	2,466	1,600	716	38
Fire Engine								
General	Project Name: Bush Truck	Principal	33,921	34,921	35,944	37,011	14,131	
Equip Fin	Details: $ 175,000, 5-yr, 2030	Interest	4,085	3,085	2,062	995	94	
Total principal			**55,069**	**63,851**	**65,701**	**67,635**	**45,639**	**8,032**
Total interest			**7,163**	**6,379**	**4,528**	**2,595**	**810**	**38**
Total debt payments			**62,232**	**70,230**	**70,229**	**70,230**	**46,449**	**8,070**

In addition, if the total principal amounts are funded from reserves in 2026, this would reduce the overall impact on the general capital reserve by roughly $95,000.

By shifting the principal amounts for the Bush Truck and Roads Equipment to be coming from Reserves vs Operating and utilizing the full Roads Equipment as Debt/Loan, the following would be the anticipated Reserve utilization and ending balances:

	Beginning *	Ending	2026 Used
General Capital	743,008	317,895	435,648
Fire Department Capital	154,151	56,875	98,921
Water Capital	490,570	397,704	100,000
Wastewater Capital	-	-	-
Transportation Infrastructure	-	-	-
Parkland	66,574	67,573	-
Community Works (Gas Tax)	82,679	368,971	-
Growing Communities	1,192,599	204,055	1,000,000
Climate Action Program	115,198	110,147	7,500
	2,844,779	1,523,220	1,642,069

Note, the shift in:

- General Capital Ending ($317,895 now vs. $188,076 before = roughly $130,000 extra remaining in reserve)
- Fire Department Capital Ending ($56,875 vs. $91,051 = roughly $34,000 less remaining
- Overall, roughly $96,600 more remaining in reserve ($1,523,220 vs. $1,427,577) – (due to additional interest earned by retaining funds in reserves.

Holistically, this change in funding strategy would provide the following Consolidated Dashboard:

2026 CONSOLIDATED FINANCIAL PLAN

Operating	
Operating Revenue	3,199,809
Operating Expenditures	(3,061,263)
Operating Surplus	138,546
Transfer to Reserves	(320,510)
Net Operating Surplus	(181,964)
Transfer to Capital	181,964
Net After Capital Transfer	-

Capital	
Debt / Loan	150,000
Capital Grants	3,358,000
Transfer from Operations	(181,964)
Transfer from Reserves/surplus	1,642,069
Transfer from DCCs	-
Net Capital Funding	4,968,105
Capital Expenditures	(5,095,000)
Capital - Surplus/Deficit	(126,895)

Effectively reducing the funding gap from $212,095 to $126,895, so a change by roughly $85,000 to the overall Deficit. However, it has to be noted that future years would continue to see an annual expense of roughly $70,000 (including interest) to pay off the loans. (see attached updated Summary)

Previously Received

Community Support:
In addition to the financial data included in the Draft 1 consolidated financial plan, Council also has a number of decisions that were deferred to 2026 budget deliberations. Deferring these decisions has allowed Council to evaluate each of the requests in context with the overall budget and the District's financial condition. In part, Council reviewed a general list of all community support provided annually and Council wanted to maintain the overall smaller individual amounts at a budget of roughly $5,000. As previously requested by Council, Staff is working on a all encompassing Community Support policy. The table below highlights the non in-kind community support provided by Council currently.

	Timeframe	2025 Actual	2026 Approved	2026 incl. in Draft Budget
Requests		5,400		5,000
Trails Society	One-Time	500	-	
Barriere Youth Soccer	One-Time	500	-	
Barriere Elementary PAC	One-Time	500		
TO Goat Association	One-Time	-		
Rabbits BC	One-Time	500		
Heritage Society	One-Time	-		
YCS Literacy	One-Time	500		
First Responders Golf Tournament	One-Time	500		
Curling Sponsorship	One-Time	750		
Sheep Breeders	One-Time	500		
Yellowhead Pioneer Residence	One-Time	500		
Community Foundation - Sip and Support	One-Time	250		
Legion Advertising	One-Time	400		
Lions Club - Facility Costs / Internet*	Ongoing	10,000	10,000	10,000
Barriere First Responders - Facility Use*	Ongoing	10,000	10,000	10,000
Chamber of Commerce - Facility Lease*	Ongoing	25,875	25,875	25,875
NTACS - Facility Use / Gym / Insurance*	Ongoing	22,000	22,000	22,000
YCS Daycare - Gym*	Ongoing	4,800	4,800	4,800
Permissive Tax Exemptions*	Ongoing	55,000	55,000	55,000
Grand Total		**$133,075**	**$127,675**	**$132,675**

Previously Received

At the Draft 1 Workshop, Council asked for Staff to work with other Ridge tenants that currently have free access to the Gym or receive other subsidies from the District for insurance or rental costs. The intent is to work towards a more equitable and fair philosophy for costs that the District is currently covering.

Note: Projects/requests that have been approved to proceed to draft 2 are not guaranteed final approval. Developing the financial plan is a journey that consists of multiple decision points over a period of several months. Projects/requests that proceed to draft 2 may be re-considered on multiple occasions, as the financial plan continues to be refined leading up to final approval in March/April.

Summary

As mentioned previously, although some of the amounts and the layout may differ, Draft 1 of the 2026 financial plan is not unlike previous years, with the difference being the timing and stage in which the information has been presented.

Overall, the District's financial condition is fair and reflects a conscious decision by Council to utilize a combination of reserves and potentially new debt to ensure that critical infrastructure and asset replacement projects are prioritized. This year does not foresee a large, not already committed, surplus being generated and as such, the potential to move funds into reserves at year end will be minimal. In the long term, buildup of the accumulated operating surplus and funding to reserves will need to be prioritized again to reasonably manage the District's assets over time.

Council, through the Strategic Plan has prioritized Asset Management related projects to gain an understanding of the state of the District's assets. This research would ultimately result in a philosophy that would be captured in policies and bylaws to serve the community in the future.

Having said that, with the cost of delivering services continuing to rise, moving forward an emphasis should be placed on maximizing our current finances to their full potential, while equally increasing revenue and exploring new revenue opportunities other than taxation. At this time expanding District services, the level of service, or District programs, other than the Roads Department and Fire Department roles, is not recommended.

Previously Received

Recommendation

To date Council has been provided with a significant amount of information; however, there are still some outliers which is why the financial plan will be a process taking place over approximately the next 2-3 months. The following list is an example of some of these outliers:

- Operational project carryforward amounts from 2025 yearend
- Any amounts needed to balance the 2025 budget due to the increased expenses throughout the year
- Subsequently confirmed amounts to be transferred into (or out of) accumulated surplus and possibly reserves depending on final consolidated amounts
- Revenue generation from taxation, fees, or charges
- BC Assessment final roll
- Other grants that are being applied for that are pending grant funder review/approval

Because of this, staff are not recommending Council make any final budget decisions at this time and suggest the included motion set out a course of action to be considered in the next draft of the budget which would be a public workshop on February 9, 2026.

Benefits or Impact

General

The report outlines the process followed for this stage of the budget process.

Finances

The 2025 average assessed single family residential property value in Barriere as per BC Assessment was roughly $400,768 (March 2025 Revised Roll – 840 folios). For 2026, the Complete Roll (January 2026) by BC Assessment indicates an increase of approximately $5,900 to a projected average of $406,653 (842 folios). The attached document from BC Assessment (January 2026) shows slightly different year over year values than the latest raw data exports from the same time as it would include additional forms of residential housing.

Further, of the approximately 2.00% increase in assessments across all classes, less than 0.73% is a result of non-market change, or new development. In total the District saw approximately $2.969Million of non-market change, $3.2Mil in Residential, and $0.23Mil reduction in Commercial primarily. So, what this tells us is that, although the District has recently seen an increase in a desire for development, many of these projects are not started or completed, or far enough along, to be included in the District's total 2026 assessment.

Although we saw a small increase in assessed value, the assessment changes reflect primarily an increase in the value of the existing structures (homes, businesses, etc.) and not the addition of new structures.

Because many of the existing structures within the District have been valued higher than last year, District Council will have to find a balance that considers economic pressures and community livability, while prioritizing asset renewal.

In 2025, the District portion of the property taxes for an average residential property ($383,000) were estimated at $925, less than 45% of the overall collected taxes for the property. 55% of all taxes collected are submitted to other taxing authorities such as the TNRD, Hospital, Police, and Schools. Due to the Streetlighting utility billing shift to property taxation, the average residential property, based on 2025 Assessments would need to be paying an additional annual $55.95 in taxation (vs. $69.36 in utility billing). So, the total would have been closer to $981 for overall taxation in 2025 for the average residential property.

If Council decided to balance the -$212,095 deficit only utilizing taxation, the average residential property would see an increase of roughly 17.28% and pay an additional estimated $170 for property taxes in 2026 (above the increase due to the Streetlighting change). This is not recommended and provided for context only.

The average residential property is currently estimated to be valued at $392,000 based on the raw BC Assessment data. A 9% tax increase (above the increase due to the Streetlighting change) would result, for the average residential property, in increase of roughly $92 ($7.67 per month); this however is tied to any actual values determined by BC Assessment and any potential year over year shift. Overall, the increase would generate $114,000 in revenue for the District across all taxation classes. Roughly 30 folios would see a decrease, while 578 folios would see an average increase of $48 per year. There are 949 residential folios in total, so over 64% of all folios.

A 7.5% Water fee change would result in roughly $28,000 revenue for the District, (roughly $40 per year ($10 per quarter / $2.50 per month) per water service customer), while a 5% Wastewater fee change would generate roughly $5,100 (approximately $23 per year ($5.75 per quarter / $1.91 per month) per wastewater service customer).

Previously Received

Strategic Impact
N/A

Risk Assessment
Compliance: Community Charter

Risk Impact: Low to Medium – As this is the first draft and the legislated deadline is May 14 to have a financial plan and tax rates bylaw adopted by.

Internal Control Process:
Again, legislation dictates adoption of a balanced financial plan and tax rates bylaw by May 14.

Next Steps / Communication
If the strategies proposed to balance Draft 2 of the financial plan are adopted, Staff will incorporate these, along with any other changes approved by Council, into the second draft of the financial plan. Further, Draft 2 of the financial plan will be presented to Council in a workshop open to the public at a date and time set by Council (proposed for February 9, 2026, at 5:30 pm).

Previously Received

Attachments

- 2025 Unfunded budget package – Draft 1; includes:
  - Taxation comparison
  - Unfunded Visual Summary
  - Operational Variances (reduced content)
  - Revenue Projections
  - Expenses Projections
  - Capital Projects Summary Schedule
  - Reserve Continuity
  - Operating Projects (still to be considered and added to budget at a later time)
  - Debt Servicing
  - Community Support
  - Capital Projects Details (reduced content)
- Updated - Unfunded Visual Summary – with Loan
- BC Assessment Summary – Press release

Recommendation

THAT Council approves the Draft 1 financial plan as presented and directs staff to implement the following strategies, ranked by priority, in the development of the Draft 2 financial plan, in order to provide a balanced budget:

- Reduce Council's Legislative Operating budget by $5,000 (strategic conference attendance limits)
- Reduce the Roads Paving Capital Project by $25,000
- Accept more day-to-day operational risk and reduce operational expenditures by up to $40,000
- Include funding the $150,000 for Roads Equipment from Debt/Loan, with all Loan principal payments coming from Reserves in 2026
- Include $70,000 Streetlighting Utility Billing revenue as Property Tax revenue with the same % of Tax Burden as in 2025

- Include a Property Tax Rate of 40.00 for Class 2 (Utilities), for roughly $40,000 additional tax revenue, while retaining the Industry classes % of Tax Burden as in 2025
- to meet inflationary and asset replacement pressures, consider:
- increasing Water service fees by 7.5%
- increasing Wastewater service fees by 5%
- where applicable, increasing User Fees by 5%
- increasing overall Property Tax revenue by up to 9%
- adjust the Class 4 (Major Industry) % of Tax Burden to roughly 3% (from 2.66% in 2025), the same as Class 5 (Light Industrial) – approximately $3,500 additional revenue from taxation
- as a last resort, consider balancing any shortfall within the 2026 Financial Plan with funding from surplus/reserves.
- to increase future revenues:
- review construction related fees and charges, including Connection fees, DCC's, and Building Permit fees
- connect with other Ridge tenants about cost sharing for Facility Use and Gym rental

; AND to present Draft 2 of the Financial Plan to the Public at a Special Meeting held on February 9, 2026, at 530pm.

Alternative Options

1. Council could choose to re-prioritize the recommended strategies to align better with competing demands and community expectations.
2. Council could identify different strategies to either complement or replace the strategies proposed by staff.
3. Council could choose a combination of options 1 and 2.

Prepared by:
D. Drexler, Chief Administrative Officer

Previously Received

Draft Budget 2026

No. 1

January 26, 2026

Previously Received

Previously Received

1. Municipal Taxes and Comparison to other Taxing Authorities

Previously Received

Previously Received

DISTRICT OF BARRIERE
OTHER TAXING AUTHORITIES
2022 TO 2026

CPI 2021 2.79
BCPI 2021 7.4 (11.2)

CPI	6.64	4.19	2.73	2.4*	
Non Residential BCPI Van (national)	9.8 (12.5)	7.7 (5.4)	4.0 (3.8)	4.0 (4.2)*	
	2022	**2023**	**2024**	**2025**	**2026**
Municipal Property Taxes					
Amount levied	$ 966,391	$ 1,012,189	$ 1,062,195	$ 1,154,272	$ 1,268,598
Increase from previous year	$ 49,893	$ 45,798	$ 50,006	$ 92,077	$ 114,326
% Increase from previous year	5.4%	4.7%	4.9%	8.7%	9.9%
Regional District Requisition					
Amount levied	$ 312,266	$ 315,452	$ 329,394	$ 352,843	$ 402,199
Increase from previous year	$ 31,515	$ 3,186	$ 13,942	$ 23,449	$ 49,356
% Increase from previous year	11.2%	1.0%	4.4%	7.1%	14.0%
Requisition as % of municipal taxes	32.3%	31.2%	31.0%	30.6%	31.7%
Hospital Requisition					
Amount levied	$ 133,787	$ 135,681	$ 135,152	$ 145,245	$ 145,282
Increase from previous year	$ (144,654)	$ 1,894	$ (529)	$ 10,093	$ 37
% Increase from previous year	-52.0%	1.4%	-0.4%	7.5%	0.0%
Requisition as % of municipal taxes	13.8%	13.4%	12.7%	12.6%	11.5%
School Requisition					
Amount levied	$ 614,796	$ 676,594	$ 698,918	$ 753,119	$ 753,442
Increase from previous year	$ 56,156	$ 61,798	$ 22,324	$ 54,201	$ 323
% Increase from previous year	10.1%	10.1%	3.3%	7.8%	0.0%
Requisition as % of municipal taxes	63.6%	66.8%	65.8%	65.2%	59.4%
Police Requisition					
Amount levied	$ 95,748	$ 111,787	$ 120,704	$ 127,611	$ 127,555
Increase from previous year	$ 12,515	$ 16,039	$ 8,917	$ 6,907	$ (56)
% Increase from previous year	15.0%	16.8%	8.0%	5.7%	(0.0%)
Requisition as % of municipal taxes	9.9%	11.0%	11.4%	11.1%	10.1%
BCAA Requisition					
Amount levied	$ 15,531	$ 20,742	$ 17,421	$ 19,194	$ 20,716
Increase from previous year	$ 1,547	$ 5,211	$ (3,321)	$ 1,773	$ 1,522
% Increase from previous year	11.1%	33.6%	-16.0%	10.2%	7.9%
Requisition as % of municipal taxes	1.6%	2.0%	1.6%	1.7%	1.6%
	$ 2,138,519	$ 2,272,445	$ 2,363,784	$ 2,552,284	$ 2,717,792
	$ 1,172,128	$ 1,260,256	$ 1,301,589	$ 1,398,012	$ 1,449,194
	55%	55%	55%	55%	53%

Previously Received

Previously Received

2. Visual Summary

Previously Received

Version: 2026-1 DRAFT (CAPITAL PROJECTS UNFUNDED)

2026 DRAFT BUDGET

January 26, 2026
REGULAR MEETING



GENERAL FUND

General Fund Revenues	
Property Taxes	1,268,598
Property Taxes - Increase	-
Grant in Lieu & Other Taxes	42,500
User Fees & Charges	384,625
User Fees - Increases	-
Government Transfers	773,125
Interest, Penalties & Other Recoveries	58,880
Other - Surplus	-
From Acc Surplus - 2025 Carry Forwards	-
	2,527,728

Operating	
Operating Revenue	2,527,728
Operating Expenditures	(2,394,656)
Net before Transfers	133,072
Transfer to Reserves (see Tab 7 - Reserve Continuity)	(319,798)
Net Available for Capital	(186,726)

General Fund Operating Expenditures	
General Government	804,775
Protective Services	340,250
Transportation	510,372
Environmental & Public Health	257,634
Planning & Development	14,000
Parks & Recreation	286,569
Facilities	143,050
Debt Servicing	38,006
Operating / Grant Project (non capital)	
Community Service Increases	
Council Follow-up Items	-
	2,394,656



WATER FUND

Water Fund Revenues	
Water - Fixed/Capital Charges	526,581
Water - Usage Charges	-
Water - Miscellaneous Charges	-
Water - Late Penalties	-
Water - Increase	-
	526,581

Operating	
Operating Revenue	526,581
Operating Expenditures	(416,750)
Net Available for Capital	109,831

Water Fund Operating Expenditures	
Water Utility Operations	416,750
Debt Servicing	-
Council Follow-up Items	-
	416,750



WASTEWATER FUND

Wastewater Fund Revenues	
Wastewater - Fixed/Capital Charges	145,500
Wastewater - Usage Charges	-
Wastewater - Miscellaneous Charges	-
Wastewater - Late Penalties	-
Wastewater - Increase	-
	145,500

Operating	
Operating Revenue	145,500
Operating Expenditures	(280,700)
Net Available for Capital	(135,200)

Wastewater Fund Operating Expenditures	
Wastewater Utiilty Operations	280,700
Debt Servicing	-
Council Follow-up Items	-
	280,700



CAPITAL EXPENDITURES

Capital Funding Sources	
Capital Grants	3,358,000
Debt / Loan	-
Operating Surplus Available	
General	(186,726)
Water	109,831
Wastewater	(135,200)
From Reserves and DCCs	1,737,000
From Accumulated Surplus	
	4,882,905

Capital	
Capital Funding	4,882,905
Capital Expenditures	(5,095,000)
Net Capital Surplus/Deficit	(212,095)

Capital Expenditures	
Information Technology	20,000
Emergency Services	65,000
Facilities	12,500
Fleet & Equipment	150,000
Engineering	20,000
Public Works	127,500
Water	100,000
Wastewater	4,600,000
	5,095,000

Previously Received

2026 DRAFT BUDGET - CONSOLIDATED

2026 CONSOLIDATED FINANCIAL PLAN

Operating Revenues	
General Fund	2,527,728
Water Fund	526,581
Wastewater Fund	145,500
Other Funding Sources - Surplus	-
	3,199,809

Operating	
Operating Revenue	3,199,809
Operating Expenditures	(3,092,106)
Operating Surplus	107,703
Transfer to Reserves	(319,798)
Net Operating Surplus	(212,095)
Transfer to Capital	212,095
Net After Capital Transfer	-

Operating Expenditures	
General Fund Operating	2,394,656
Water Fund Operating	416,750
Wastewater Fund Operating	280,700
Fee for Service - pending request	
Council Follow-up Items	-
	3,092,106

Capital Funding Sources	
Debt / Loan	-
Capital Grants	3,358,000
Funded from Development Cost Charges	-
Transfer from Reserves - 2025 carryforward projects	-
Transfer from Surplus - 2025 carryforward projects	-
Transfer from Reserves - current	1,737,000
	5,095,000

Capital	
Debt / Loan	-
Capital Grants	3,358,000
Transfer from Operations	(212,095)
Transfer from Reserves/surplus	1,737,000
Transfer from DCCs	-
Net Capital Funding	4,882,905
Capital Expenditures	(5,095,000)
Capital - Surplus/Deficit	**(212,095)**

Capital Expenditures	
New Projects	
General	564,500
Fire	65,000
Water	100,000
Wastewater	1,000,000
Other	7,500
Grant Funded	3,358,000
Debt Funded	-
Carryforward Projects	
General Fund	-
Water Fund	
Other Fund	-
Grant Funded	-
	5,095,000

Other Program Funding Sources	
Capital Grants	
Transfer from Reserves	-
Transfer from Accumulated Surplus	-
	-

ACCUMULATED SURPLUS	
Reserves	
Balance - December 31, 2025	2,844,779
2025 Carry Forward Capital Projects	-
Net after funding of Carry Forward Projects	2,844,779
Transfers in from Operating	319,798
Transfer in - 2025 Climate Action funding	
Transfers in - fleet replacement/future capital	
Used to fund 2026 Capital Projects	(1,737,000)
	1,427,577

ACCUMULATED SURPLUS - NON LIQUID	
Investment in Capital Assets	
Beginning Balance	30,120,762
Capital Expenditures	5,095,000
Debt Principal Payments	33,921
Amortization	(671,595)
	34,578,088

ACCUMULATED SURPLUS	
Operating Surplus	
Beginning Balance	85,040
Net Income	2,828,029
Invested in Capital Assets	(4,457,326)
From Reserves - Current Projects	1,737,000
To Reserves - Community Works etc.	(319,798)
To Equipment Reserve	-
	(127,055)
Less: Internally Restricted	-
Net Operating Surplus	(127,055)

	Beginning *	Ending	2026 Used
General Capital	743,008	188,076	564,500
Fire Department Capital	154,151	91,051	65,000
Water Capital	490,570	397,704	100,000
Wastewater Capital	-	-	-
Transportation Infrastructure	-	-	-
Parkland	66,574	67,573	-
Community Works (Gas Tax)	82,679	368,971	-
Growing Communities	1,192,599	204,055	1,000,000
Climate Action Program	115,198	110,147	7,500
	2,844,779	1,427,577	1,737,000

ACCUMULATED SURPLUS	
TOTAL	
Operating Surplus	(127,055)
Investment in Capital Assets	34,578,088
Statutory Reserves	1,427,577
Internally Restricted Funds	-
	35,878,610

Internally Restricted Funds	
Restricted Fund 1	-
Restricted Fund 2	-
	-

Previously Received

* after deducting 2025 carryforward projects

3. Operational Variances

Previously Received

Previously Received

Operational Variances

Revenues

- In previous years, the budget made assumptions for revenues which may not materialize – this has largely been corrected throughout the budget
- In previous years, would utilize interest from investments to be paid out and used as operating cash – this has largely been corrected, and Capital reserves now receive those funds.
- As presented, no tax or fee adjustments are included in the budget, except for
    - 40.00 Tax Rate for Utilities (roughly $40,807 positive impact on the budget)
    - $70,000 revenue was moved from Streetlighting Utility Billing to Property Tax Revenue
- **Solid Waste** – projection to increase revenue by $8,000 from Recycle BC compared to 2025 budget.
- **Business Licencing** – slight adjustments included, but generally status quo
- **Facility Rentals** – includes BBC, Ridge Gym, Radio Station, Parks facilities – reduced revenue at Gym in 2025, BBC rental also are $15,000 short of earlier budget estimates. (reduced by $20,000 total for 2026)
- **Misc Fees and Charges** – status quo
- **Small Communities Grant** – Reduced to match 2025 value (-$4,000)
- **Other Operating Grants** – Focus is to clear up current grant projects. FireSmart Phase 2 Revenue is expected of roughly $200,000 ($400,000 over 2 years), otherwise Status Quo. (Not yet included on Visual Summary)
- **Rural Fire Recovery** – includes TNRD funding increase ($12,500), Highway Rescue, and Wildfire support (no $ for wildfire callouts included). Volunteer Fire Department is providing $5,000 annually towards training, etc. (for 3 years)
- **Events and Donations** – includes donations towards District managed events and grants. – Status Quo.
- **Community Works** (formerly Gas Tax) – partial funding in 2025 received due to 2024 audit delay, anticipating double the funding in 2026 to catch up, should be back to normal in 2027 (roughly $142,000 annual)
- **Investments and Deposit Interest** – reduced due to lower interest rates. The district will also need to use a large amount of the long-term investments to fund their portion of large capital projects in 2026.
- **Water Utility** – Status Quo
- **Wastewater Utility** – Status Quo
- **In total** – Other than the Property Taxation changes, the remainder of the revenue categories show minimal change. As such, the initial Draft budget does show a small positive variance of roughly $33,000 or 1% compared to 2025 budget to begin the 2026 budget process.

    - **General: ~$2,212,000 (2025) -> ~$2,244,000 (2026 Draft)**
    - **Water: ~$529,000 (2025) -> ~$527,000 (2026 Draft)**
    - **Wastewater: ~$146,000 (2025) -> ~$145,000 (2026 Draft)**

TOTAL: ~$2,887,000 (2025) -> ~$2,916,000 (2026 Draft) = $29,000 revenue increase

Previously Received

Expenses:

- Reviewed all expense categories and used 2025 preliminary totals (dated January 17, 2026) along with 2024 and prior historical values to determine anticipated costs to the District as part of maintaining current service levels
- **Amortization amounts** – these amounts have generally not been included in the budget before the 2025 budget. An estimate was included in 2025 based on past years amortization schedules and anticipated capital projects in 2026. Further refinement to this process is expected over the coming years.

General Operating Program

- **Health and Safety Program** - $15,000 is split in various departments
- **Legislative** –
    - $13,000 added for the election.
    - increases to hotel accommodation/travel to current standards;
    - public relations set to $5,000 – increased by $1,500 to meet current Council giving standard
    - Overall $8,000 increase (7%) – mainly due to Election
- **Administration & Finance** –
    - Allocation of Finance staff to other business units (departments)
    - Reduced interim CFO consultant to 0.25FTE
    - This budget was higher than expected in 2025 mainly due to the continued changes in the Finance department and to finalize the 2024 audit.
    - Aligned costs throughout with current standards
    - Overall, $91,000 decrease (-12%)
- **Protective Services (Fire, Bylaw, Building Inspection)**
    - Reallocated line items throughout the budget to include Fire Officer wages and employer contributions – total of roughly $72,000 realignment
    - However, costs for aging equipment, fuel, insurance, utilities, and replacement of small machinery is steadily increasing as are facility related repairs, protective gear needs, volunteer education and training, health and safety training requirements, etc.
    - Overall: roughly $60,000 increase on budget at this time – but review continues
- **Roads**
    - Finance Dept wage allocations and included partial roads department - $50,000 increase
    - Adjusted Roads Winter Service - $80,000 decrease
    - Aligned other departmental programs to in-house use: -$12,500 savings
    - Reduced Roads Paving/Asphalt by $20,000 for minor patching by external contractor
    - Included winter roads material - +$10,000
    - Overall reduced Roads budget by $55,000 (11%)
    - Note: As the in-house Roads program develops, some funding may need toshift back and forth from parks to roads and vice versa depending on the day-to-day needs of the District.
- **Equipment / Fleet**
    - Cost of maintenance, fuel, insurance, etc. steadily increasing - $10,000 increase
    - Added Winter equipment insurance, fuel, etc. - $10,000 increase
    - Overall increased by $20,000 (35%)
- **Zoning/Planning**
    - Combined 3 sub-categories for efficiency purposes (Subdivision/Zoning/Planning) in 2025
    - Status quo – no changes in budget
- **Solid Waste**
    - Included Finance Department Wage allocation adjustments, a portion of a public works employee filling in during holidays.
    - TNRD Eco Depot tipping fees are anticipated to increase as well
    - Overall – roughly $60,000 increase (34%)

Previously Received

- **Cemetery**
  - Included Finance Department Wage allocation adjustments
  - Overall expense budget aligned with increase of $12,500 (192%)
- **Parks**
  - Included Finance Department Wage allocation adjustments.
  - Other changes based on needs of different parks, materials and supplies costs
  - Large increase in Utilities fees (over $5,000 alone)
  - Overall adjustment – increase by roughly $68,000 (41%)
  - Note: As the in-house Roads program develops, some funding may need to shift back and forth from parks to roads and vice versa depending on the day-to-day needs of the District.
- **District Events**
  - Consolidated various expense items into a flat $15,000 expense line item for the Rec Committee.
  - Overall reduction by $14,000 (21%)
- **Facilities**
  - Minor cost increases for utilities, insurance, maintenance, etc.
  - Overall – increase of $3,000 (2%)
- **Overall** - General Operating Expense increase without Operating Grants, Capital Grants, Other Taxes, Transfers to/from Reserve/Surplus: $73,500 (+3% variance to 2025 budget)
  - **~$2,283,000 (2025) -> ~$2,357,000 (2026 Draft)**

Water

- Included Finance Department Wage allocation adjustments.
- Some staffing wages were also allocated to Wastewater based on a formula instead of historical amounts, as such Water and Wastewater wages may fluctuate year over year due to needs of organization. ($20,500 impact in total for all wage allocations to water)
- Made adjustments throughout the water operating budget to align with actual expenses in 2025 or historical amounts
- Staff is establishing a better understanding on day-to-day costs and true costs of the service
- Expense increase of $14,000 (4%), slight revenue reduction of $2,000 (0%)
- Overall anticipated increase of $15,000 (4%)
  - **~$402,000 (2025) -> ~$417,000 (2026 Draft)**

Wastewater

- Included Finance Department Wage allocation adjustments.
- Some staffing wages were also allocated to Wastewater based on a formula instead of historical amounts, as such Water and Wastewater wages may fluctuate year over year due to needs of organization. ($75,000 impact in total for all wage allocations to wastewater)
- One employee remains at 0.6 FTE as a part time term position
- Made adjustments throughout the wastewater operating budget to align with actual expenses in 2025 or historical amounts
- Staff is establishing a better understanding on day-to-day costs and true costs of the service
- Expense increase of $75,500 (37%), slight revenue reduction of $1,000 (1%)
- Overall anticipated increase of $76,000 (37%) on the department
  - **~$205,000 (2025) -> ~$281,000 (2026 Draft)**

Overall Expenses:

- **Across the organization, roughly $164,500 (~5.6%) in increased expenses**
  - **~$2,890,000 (2025) -> ~$3,055,000 (2026 Draft)**

Previously Received

Determining the 2026 Tax Rates Starting Point

Streetlighting – excerpts from the November 17, 2025 report to Council

The 2025 charges for Street Lighting are:

Residential: $5.78 per month (so, $17.34 per quarter, or $69.36 per year)
Commercial: $7.04 per month (so, $21.12 per quarter, or $84.48 per year)

Utility Bills: As of the March 2026 billing cycle, a reduction for residential properties on their quarterly billing of $17.34 per quarter. In total $69.36 reduction over the year. For commercial properties, $21.12 reduction per quarter or $84.48 reduction per year.

Property Taxes:
If the tax rates and burden allocation remained the same in 2026, per $100,000 of assessed residential property value, the increase per year would be roughly $14.61. The average residential property in Barriere in 2025 was assessed at $383,000, which would result in a $55.95 tax increase for the year. This is effectively a reduction of $13.41 per year for the average residential property per year when considering the previous utility bills.

For a business class property, for $100,000 assessed value, the increase would be $35.79 in taxation. The average business class property in 2025 was assessed at $467,000, and as such, the average property would see an increase of $167.13 per year under the same rates and burden allocation as in 2025. This is effectively an increase of $82.65 per year for the average commercial property per year when considering the previous utility bills.

For industrial properties, for $100,000 assessed value, the increase would be roughly $49.81 per $100,000 of assessed value. Large Industry had an average value of $1,248,000, and as such would see an increase of $621.65 ($537.17 above current utility bills); while Small Industry had an average assed value of $1,038,000 and as such would see an increase of $517.05 ($432.57 above current utility bills).

Previously Received

Class	Category	2025 - % of Burden*	2025 - Current Yield*	Additional Yield based on 2025*	Total Yield based on 2025 rates*
1	Residential	75.88%	$878,503	$53,114	$931,617
2	Utilities	0.95%	$10,976	$664	$11,640
4	Large Industrial	2.66%	$30,834	$1,864	$32,698
5	Small Industrial	2.95%	$34,192	$2,067	$36,259
6	Business	17.43%	$201,833	$12,203	$214,036
8	Rec/Non-Profit	0.11%	$1,256	$76	$1,332
9	Farm	0.02%	$198	$12	$210
TOTAL		100.00%	$1,157,792	$70,000	$1,227,792

2025 Multiples and Updated Tax Rates Calculations:

Starting Point 2025 Final Budget and Tax Rates:

2025 TAX RATES DRAFT

					2024 Total Tax	$	1,062,194	
					2025 Tax %		9.00%	
					2025 Tax Increase	$	95,597	
					2025 Tax Total	$	1,157,791	
Folios	Class		Assessment	Multiples		Tax Rate	Yield	% Of Burden
988	1	Residential	363,611,200	1.00	363,611,200	2.41605	$878,503	75.88%
14	2	Utilities	1,294,325	3.51	4,543,081	8.48034	$10,976	0.95%
3	4	Industrial	3,742,600	3.41	12,762,266	8.23873	$30,834	2.66%
4	5	Light Industry	4,150,100	3.41	14,151,841	8.23873	$34,192	2.95%
109	6	Business	34,097,300	2.45	83,538,385	5.91932	$201,833	17.43%
0	7	Managed Fores	0	3.01	0	7.27231	$0	0.00%
18	8	Rec/Non Profit	519,800	1.00	519,800	2.41605	$1,256	0.11%
13	9	Farm	81,813	1.00	81,813	2.41605	$198	0.02%
			407,497,138		479,208,386		$1,157,791	100.00%

Previously Received

- Based on 2025 numbers ($1,157,791 tax revenue) and BC Assessment Values
- If including 40.00 tax rate for Utilities (roughly $40,807 extra)
- If including $70,000 for Street lighting while maintaining current % Of Tax Burden.
    - Maintain 2.66% for Major Industry and 2.95% for Light Industry. (3.51 vs 3.41 multiplier)
- **Total starting point for 2026 should be $1,268,598 for tax revenue.**

2025 Tax	Utility at 40.0	StreetLighting	2025 total
1157791	40807	70000	1268598

2026 TAX RATES DRAFT

					2025 Total Tax	$	1,268,598	
					2026 Tax %		0.00%	
					2026 Tax Increase	$	-	
					2026 Tax Total	$	1,268,598	
Folios	Class		Assessment	Multiples		Tax Rate	Yield	% Of Burden
988	1	Residential	363,611,200	1.00	363,611,200	2.55928	$930,584	73.36%
14	2	Utilities	1,294,325	15.630	20,230,300	40.00160	$51,775	4.08%
3	4	Industrial	3,742,600	3.51	13,136,526	8.98308	$33,620	2.65%
4	5	Light Industry	4,150,100	3.51	14,566,851	8.98308	$37,281	2.94%
109	6	Business	34,097,300	2.45	83,538,385	6.27024	$213,798	16.85%
0	7	Managed Forest	0	3.01	0	7.70344	$0	0.00%
18	8	Rec/Non Profit	519,800	1.00	519,800	2.55928	$1,330	0.10%
13	9	Farm	81,813	1.00	81,813	2.55928	$209	0.02%
			407,497,138		495,684,875		$1,268,598	100.00%

Above, showing:

- Adjustment to 15.630 multiple to achieve 40.00 tax rate for Utilities -> all other multiples remain the same
- Higher Yields in Residential, Business, and both Industry Classes due to Streetlighting inclusion
- Burden for Streetlighting will be felt by Industrial the most. Only 7 properties but increase of roughly $6K between those 7 properties for streetlighting.
- Noticeable differences are tax burden shift (2.5% down for Residential, 0.6% down for Business -> shift to Utilities Class)

Impact Breakdown by Class:

Residential Class	SUMMARY	Tax increase	947	$ 52,069	$ 55
		Tax decrease	-	$ -	#DIV/0!
		Tax zero increase	1	$ -	
		Increase <$100	867	$ 41,784	$ 48
Median	382,000	Increase $100-$500	80	$ 10,285	$ 129
Average	383,556	Increase >$500-$1000	-	$ -	#DIV/0!
		Increase >$1000	-	$ -	#DIV/0!
		# Folios -	948	52,069.09	
		Properties = $0	1		
		Properties < $100,000	129		
		Properties $100,000-$250	196		
		Properties $250,000-$500	340		
		Properties >$500,000	282		
		Properties $250,000-$350	104		

Total impact to start 2026 for Residential: $52,069 – 948 Folios

Business Class	SUMMARY			Total Value	Average Increase/Decrease
		Tax increase	73	$ 11,965	
		Tax decrease	-	$ -	
		Tax zero increase	-		
		Increase <$100	30	$ 1,671	$ 56
Median	336,100	Increase $100-$500	40	$ 8,553	$ 214
Average	467,086	Increase >$500-$1000	3	$ 1,741	$ 580
		Increase >$1000	-	$ -	#DIV/0!
		# Folios -	73		
		Properties < $100,000	8		
		Properties $100,000-$250,000	18		
		Properties $250,000-$500,000	24		
		Properties >$500,000	23		

Total impact to start 2026 for Business: $11,965 – 73 Folio

Previously Received

Major Industry	SUMMARY				Revenue	Average Increase/Decrease
			Tax increase	3	2,786	
			Tax decrease	-	-	
			Tax zero increase	-		
			Increase <$100	1	80	80
Median	172,900		Increase $100-$500	1	129	129
Average	1,247,533		Increase >$500-$1000	-	-	#DIV/0!
			Increase >$1000	1	2,577	2,577
		# Folios	-	3		
			Properties < $100,000	-		
			Properties $100,000-$250,000	2		
			Properties $250,000-$500,000	-		
			Properties >$500,000	1		

Total impact to start 2026 for Major Industry: $2,786 – 3 Folios

Light Industry	SUMMARY				Revenue	Average Increase/Decrease
			Tax increase	4	3,089	
			Tax decrease	-	-	
			Tax zero increase	-		
			Increase <$100	-	-	#DIV/0!
Median	925,000		Increase $100-$500	2	634	317
Average	1,037,525		Increase >$500-$1000	-	-	#DIV/0!
			Increase >$1000	2	2,455	1,227
		# Folios	-	4		
			Properties < $100,000	-		
			Properties $100,000-$250,000	-		
			Properties $250,000-$500,000	2		
			Properties >$500,000	2		

Total impact to start 2026 for Light Industry: $3,089 – 4 Folios

Previously Received

TOTAL Impact for the 4 main Classes: $69,909

BC Assessment Data

BC ASSESSMENT

bcassessment.ca

Printed Date:

Non-Market Change Roll Comparison Summary by Jurisdiction

As of Completed Roll run on 2025-12-04

2026 Net General Taxable Values

Area - 23 Kamloops

Jurisdiction - 345 District of Barriere

Property Class	2025 Cycle 9	2026 Completed	NMC Land	NMC Impr	NMC Total	% Chg Due	% Chg Due to	% Chg
Res Vacant	$8,926,100	$10,327,500	$41,000		$41,000	0.46%	15.24%	15.70%
Res Single Family	$336,615,900	$342,402,200	$638,000	$2,552,800	$3,190,800	0.95%	0.77%	1.72%
Res ALR	$3,278,200	$3,822,700					16.61%	16.61%
Res Farm								
Res Strata	$1,251,200	$1,315,300					5.12%	5.12%
Res Other	$13,511,000	$13,690,100					1.33%	1.33%
01 - Residential Total	**$363,582,400**	**$371,557,800**	**$679,000**	**$2,552,800**	**$3,231,800**	**0.89%**	**1.30%**	**2.19%**
02 - Utilities	$1,294,325	$1,351,335					4.40%	4.40%
03 - Supportive Housing								
04 - Major Industry	$3,742,600	$3,740,200					-0.06%	-0.06%
05 - Light Industry	$4,150,100	$4,252,800					2.47%	2.47%
06 - Business And Other	$34,097,300	$34,144,800	-$46,500	-$185,700	-$232,200	-0.68%	0.82%	0.14%
07 - Managed Forest Land								
08 - Rec/Non Profit	$519,800	$522,800					0.58%	0.58%
09 - Farm	$81,813	$75,808	-$6,005		-$6,005	-7.34%		-7.34%
S.644LGA/398VC	$343,300	$342,300		-$25,000	-$25,000	-7.28%	6.99%	-0.29%
Total All Classes	**$407,811,638**	**$415,987,843**	**$626,495**	**$2,342,100**	**$2,968,595**	**0.73%**	**1.28%**	**2.00%**

Total Dollar Values and Folio Counts

BC ASSESSMENT

bcassessment.ca

Printed Date: 05/Jan/2026

2026 Roll Totals

Completed Roll run on 2025-12-04



Area - 23 Kamloops
Jurisdiction - 345 District of Barriere

Property Class	Occurrences		NET TAXABLE VALUE TOTALS General	Hospital	School
Residential Vacant	78	Net	10,327,500	10,327,500	10,327,500
Residential Single Family	842	Net	342,402,200	342,402,200	342,402,200
Residential ALR	17	Net	3,822,700	1,911,350	1,911,350
Residential Farm	8	Net			
Residential Strata	7	Net	1,315,300	1,315,300	1,315,300
Residential Other	37	Net	13,690,100	13,690,100	13,690,100
1 - *Total Residential*	**989**	**Net**	**371,557,800**	**369,646,450**	**369,646,450**
2 - Utilities	14	Net	1,351,335	1,693,635	5,674,727
4 - Major Industry	3	Net	3,740,200	3,740,200	3,740,200
5 - Light Industry	4	Net	4,252,800	4,252,800	4,252,800
6 - Business And Other	110	Net	34,144,800	34,144,800	34,295,800
8 - Rec/Non Profit	18	Net	522,800	522,800	522,800
9 - Farm	12	Net	75,808	37,903	37,903
S.644LGA/398VC	2	Net	342,300		
Total for Jurisdiction		**Net**	**415,987,843**	**414,038,588**	**418,170,680**

Folio Count:		Net Taxable Assessment:		Net Taxable Assessment:	
Active:	1,083	General:	415,987,843	School Residential:	369,646,450
Total:	**1,083**	Less S.644LGA/398VC:	342,300	School Non-Residential:	48,524,230
		Total:	**415,645,543**	**School Total:**	**418,170,680**

Previously Received

Updated Taxation Starting Point for 2026 inclusive of BC Assessment Data

2026
TAX RATES

DRAFT

2025 Total Tax	$ 1,268,598
2026 Tax %	0.00%
2026 Tax Increase	$ -
2026 Tax Total	$ 1,268,598

Folios	Class		Assessment	Multiples		Tax Rate	Yield	% Of Burden
989	1	Residential	371,557,800	1.00	371,557,800	2.50872	$932,136	73.48%
14	2	Utilities	1,351,335	15.945	21,546,361	40.00034	$54,054	4.26%
0	3	Supportive Hou	0	1.00	0	2.50872	$0	0.00%
3	4	Industrial	3,740,200	3.58	13,389,916	8.98123	$33,592	2.65%
4	5	Light Industry	4,252,800	3.51	14,927,328	8.80562	$37,449	2.95%
110	6	Business	34,144,800	2.45	83,654,760	6.14637	$209,867	16.54%
0	7	Managed Fores	0	3.01	0	7.55126	$0	0.00%
18	8	Rec/Non Profit	522,800	1.00	522,800	2.50872	$1,312	0.10%
12	9	Farm	75,808	1.00	75,808	2.50872	$190	0.01%
			415,645,543		505,674,773		$1,268,598	100.00%

- Included slight change to major industrial to maintain % of Burden at roughly 2.65% (3.51 to 3.58 multiple change)

Previously Received

Differences from 2025 (actual) to 2026 (starting point).

		2025			2026			Difference		
		Tax Rate	Yield	% Of Burden	Tax Rate	Yield	% Of Burden	Tax Rate	Yield	% Of Burden
1	Residential	2.41771	$ 878,311	75.86%	2.508723	$ 932,136	73.48%	0.091013	**$ 53,825**	-2.38%
2	Utilities	8.486162	$ 10,984	0.95%	40.00034	$ 54,054	4.26%	31.51417	**$ 43,070**	3.31%
4	Industrial	8.244391	$ 30,855	2.67%	8.981229	$ 33,592	2.65%	0.736838	**$ 2,736**	-0.02%
5	Light Industry	8.244391	$ 34,215	2.96%	8.805618	$ 37,449	2.95%	0.561227	**$ 3,233**	0.00%
6	Business	5.923389	$ 201,972	17.44%	6.146372	$ 209,867	16.54%	0.222982	**$ 7,895**	-0.90%
7	Managed Fores	7.277307	$ -	0.00%	7.551257	$ -	0.00%	0.27395	**$ -**	0.00%
8	Rec/Non Profit	2.41771	$ 1,257	0.11%	2.508723	$ 1,312	0.10%	0.091013	**$ 55**	-0.01%
9	Farm	2.41771	$ 198	0.02%	2.508723	$ 190	0.01%	0.091013	**$ (8)**	0.00%
	TOTAL		$ 1,157,791	100.00%		$ 1,268,598	100.00%		**$ 110,807**	

4. Revenues

Previously Received

Previously Received

DISTRICT OF BARRIERE
2026-2030 FINANCIAL PLAN
REVENUES

	2024 ACTUAL	2025 PRELIM	2025 BUDGET	2026 BUDGET	VARIANCE 2026 BUDGET 2025 BUDGET
General Fund Revenues					
Property taxes	1,055,267	1,154,273	1,157,791	1,268,598	10%
Parcel & frontage taxes					0%
Grants and Payments in Lieu					
Grants in Lieu	39,906	7,405	7,000	7,500	7%
1% Utility		34,526	32,500	35,000	8%
Fees and Charges					
Street Lighting	67,153	69,350	66,625	-	-100%
Solid Waste Collection	234,506	263,768	255,875	263,875	3%
Cemetery		5,555	3,900	6,400	64%
Business Licences & Municipal Ticketing	126,336	21,768	15,250	16,250	7%
Land Development & Building Permits	200,721	38,107	30,000	30,000	0%
Facility Rentals & Leases		54,277	86,000	66,000	-23%
Miscellaneous Fees & Charges	185,175	4,233	2,100	2,100	0%
Operating Grants & Donations					
Small Communities Operating Grant	469,900	421,000	425,000	421,000	-1%
Other Operating Grants	299,101	231,694	494,172	-	-100%
Rural Fire Recovery	63,881	203,441	55,500	68,125	23%
Events and Donations	15,355	13,016	5,000	5,000	0%
Capital Grants					
Community Works Gas Tax	-	143,779	284,000	284,000	0%
Other Capital Grants	497,609	-	10,000	-	0%
Other Revenues					
Other Recoveries		880	880	880	0%
Investment Income		99,416	29,000	25,000	-14%
Penalties & interest		27,743	30,000	28,000	-7%
Gain on Sale of Assets		-	-	-	
Total General Fund Revenues	**3,254,910**	**2,794,230**	**2,990,593**	**2,527,728**	**-15%**
Water Utility Revenues					
Fees and Charges	502,593	607,909	528,675	526,581	0%
Other Recoveries			-	-	
DCC Revenue	-	-			
Capital Grants	-	-	-	-	
Other Revenues					
Total Water Utility Revenues	**502,593**	**607,909**	**528,675**	**526,581**	**0%**
Wastewater Utility Revenues					
Parcel & frontage taxes	-	-	-	-	
Fees and Charges	137,126	144,761	146,413	145,500	-1%
Other Recoveries	-	-	-	-	
DCC Revenue	-				
Capital Grants	-	295,000	295,000	-	
Other Revenues					
Total Wastewater Utility Revenues	**137,126**	**439,761**	**441,413**	**145,500**	**-67%**
Total Revenues	**3,894,629**	**3,841,899**	**3,960,681**	**3,199,809**	**-19%**

NOTE: 2024 Actuals summarized and averaged from 2024 Audit

Previously Received

Previously Received

5. Expenses

Previously Received

Previously Received

DISTRICT OF BARRIERE
2026-2030 FINANCIAL PLAN
OPERATING EXPENSES

	2024 ACTUAL	2025 PRELIM	2025 BUDGET	2026 BUDGET	VARIANCE 2026 BUDGET 2025 BUDGET
General Fund Expenses					
General Government					
Legislative		107,204	121,900	129,925	7%
Administrative & Finance	1,423,886	872,502	765,900	674,850	-12%
Operational Grant Projects		709,564	751,068	-	-100%
Protective Services					
Fire & Emergency	268,887	317,765	250,000	304,250	22%
Bylaw Enforcement		252	-	-	0%
Building Inspection Services		29,883	27,850	36,000	29%
Transportation Services					
Roads	393,316	432,248	487,750	432,222	-11%
Equipment		61,717	58,100	78,150	35%
Development Services					
Zoning & Planning	35,227	9,513	14,000	14,000	0%
Economic Development		-	-	-	0%
Environmental Health Services					
Solid Waste	181,264	187,012	178,450	238,638	34%
Public Health Services					
Cemetery		11,674	6,500	18,997	192%
Parks, Recreation and Cultural Services					
Parks	235,760	175,272	166,150	234,069	41%
District Events		28,204	66,650	52,500	-21%
Facilities		145,701	140,050	143,050	2%
Total Operations	2,538,340	3,088,511	3,034,368	2,356,650	-22%
Debt interest	-	3,626	3,626	4,085	
Amortization	313,226	325,607	325,607	324,150	0%
Gain/loss on asset disposal		-	-	-	
Total General Fund Expenses	**2,851,566**	**3,417,744**	**3,363,601**	**2,684,885**	**-20%**
Water Utility Expenses					
Operations	323,310	392,050	402,425	416,750	4%
Debt interest				-	0%
Amortization	250,049	171,903	171,903	179,070	4%
Gain/loss on asset disposal				-	
Total Water Utility Expenses	**573,359**	**563,953**	**574,328**	**595,820**	**4%**
Waste Water Utility Expenses					
Operations	195,096	191,323	205,150	280,700	37%
Debt interest				-	
Amortization	142,532	156,608	156,608	168,375	8%
Gain/loss on asset disposal		-			
Total Waste Water Utility Expenses	**337,628**	**347,931**	**361,758**	**449,075**	**24%**
TOTAL EXPENSES	**3,762,553**	**4,329,628**	**4,299,687**	**3,729,780**	**-13%**
Without Amortization	**3,056,746**	**3,675,510**	**3,645,569**	**3,092,106**	**-15%**

Previously Received

Previously Received

6. Capital Projects Summary

Previously Received

Previously Received

DISTRICT OF BARRIERE
2026 CAPITAL PROJECTS WITH PROPOSED FUNDING SOURCES

CAPITAL EXPENDITURES - 2026			FUNDED FROM												
			RESERVES												
Description	Fund	Amount	General	Fire	Water	Wastewater	Transportation	Parkland	Community Works / Gas Tax	Growing Communities	Climate Action	DCC	GRANTS	DEBT	SURPLUS OTHER
2025 Carry Forward Projects															
	General	-													
	General														
	General														
Subtotal 2025 Carry Forward Projects		-	-	-	-	-	-	-	-	-	-	-	-	-	-
2026 New Projects															
Winter Roads Equipment	General	150,000	150,000											-	
Road Program	General	100,000	100,000												
BBC Storage Rooms - Energy Retrofit	General	7,500									7,500				
Bandshell Washrooms Door Locks	General	5,000	5,000												
Traffic Calming	General	2,500	2,500												
CN - Hall Road	General	25,000	25,000												
Wastewater Treatment Plant & Hwy 5 Wastewater	GCF / General	4,600,000	242,000							1,000,000			3,358,000		
IT Equipment (Network, phones, computers, etc.)	General	20,000	20,000												
Turnout gear	Fire	25,000		25,000											
Pump Replacement	Fire	40,000		40,000											
Emergency repairs	Water	100,000			100,000										
Wayfinding Program Study	General	20,000	20,000												
Other Requests															
		-													
Total		-													
Subtotal 2026 New Projects		5,095,000	564,500	65,000	100,000	-	-	-	-	1,000,000	7,500	-	3,358,000	-	-
TOTAL CAPITAL EXPENDITURES		**5,095,000**	**564,500**	**65,000**	**100,000**	**-**	**-**	**-**	**-**	**1,000,000**	**7,500**	**-**	**3,358,000**	**-**	**-**

Previously Received

7. Reserve Continuity

Previously Received

Previously Received

DISTRICT OF BARRIERE
RESERVE CONTINUITY
2026
WITH PROPOSED CAPITAL FUNDING

	Projected Balance Dec 31, 2024*	2025 Funding Transfers	2025 YE Balance after Capital Funding	Transfers Into Reserve	Interest Income	2026 Project Funding	Balance Dec 31, 2026
General Capital	1,097,258	(354,250)	743,008		9,568	(564,500)	188,076
Fire Department Capital	164,151	(10,000)	154,151		1,900	(65,000)	91,051
Water Capital	560,627	(70,057)	490,570		7,134	(100,000)	397,704
Wastewater Capital	-		-		-		-
Transportation Infrastructure	-		-		-		-
Parkland	66,574		66,574		999		67,573
Community Works (Gas Tax)	(61,100)	143,779	82,679	284,000	2,292		368,971
Growing Communities	1,334,822	(142,224)	1,192,599		11,456	(1,000,000)	204,055
Climate Action Program	218,823	(103,625)	115,198		2,449	(7,500)	110,147
COVID Relief Fund	155,605	(155,605)	-				
Total Reserves	3,536,760	(691,982)	2,844,779	284,000	35,798	(1,737,000)	1,427,577
	3,317,937		2,729,581				

NOTES:

* 2024 Audited Balances used to create this calculation. Subject to change.

Climate Action Program was maintained in Surplus within 2024 Audit.

Added double Community Works due to non-payment in 2025 from 2024 audit delay

Previously Received

DCC FUND CONTINUITY

Infrastructure DCC	45,839	995	46,834		688		47,522
	45,839	995	46,834	-	688	-	47,522

Previously Received

8. Operating Grants and Other Projects

Previously Received

Previously Received

DISTRICT OF BARRIERE
2026 OPERATING PROJECTS WITH FUNDING ALLOCATION

OPERATING PROJECT EXPENDITURES - 2026			FUNDING ALLOCATION					
Description	**Fund**	**Remaining Expense Amount**	**Total Project Value**	**Total Grant Funding**	**Grant Funding Received**	**Grant Funding Outstanding**	**Amount Spent**	**DoB Funding Required**
2025 Carry Forward Projects								
Indigenous EMCR - Year 2	Grant	40,282	42,000	42,000	42,000	-	1,718	-
FireSmart Phase 1	Grant	11,242	138,295	138,295	69,148	69,147	127,053	-
LGHI - Housing Legislation Fund	Grant	54,426	158,596	158,596	158,596	-	104,170	-
CEPF - Leonie Lake Dam Study	Grant	51,962	150,000	150,000	75,000	75,000	98,038	
TNRD - Bulk Water Station	Grant	2,500	2,500	-	-	-	-	2,500
E911 - TNRD until 2027	Grant	21,000	45,000	45,000	22,500	22,500	24,000	
Flood Mitigation Plan	Grant	38,099	150,000	150,000	75,000	75,000	111,901	-
CEPF - EOC & Training	Grant	28,399	37,944	37,944	-	37,944	9,545	-
CEPF - Fire Dept Equipment & Training	Grant	12,800	37,000	37,000	18,500	18,500	24,200	-
								-
Subtotal 2025 Carry Forward Projects		260,710	761,335	758,835	460,744	298,091	500,625	2,500
2026 New Projects								
Firesmart Phase 2 - $400,000 ($200K in 2026)	Grant	400,000	400,000	400,000		400,000		
Canada Day	Grant	1,200	1,200	1,200		1,200		
Asset Management Investment Plan	Grant / Reserve	TBD						TBD
Other Requests								
Subtotal 2026 New Projects		401,200	401,200	401,200		401,200		-
TOTAL OPERATING PROJECT EXPENDITURES		**661,910**	**1,162,535**	**1,160,035**		**699,291**		**2,500**

Previously Received

Previously Received

9. Community Support

Previously Received

Previously Received

DISTRICT OF BARRIERE
2026-2030 FINANCIAL PLAN
Community Support

	Timeframe	2025 Actual	2026 Approved	2026 incl. in Draft Budget	2025 vs 2026	Total 2026 Approved	Total 2026 Not Approved
Requests		5,400		5,000	5000		
Trails Society	One-Time	500	-		(500)	-	-
Barriere Youth Soccer	One-Time	500	-		(500)	-	-
Barriere Elementary PAC	One-Time	500			(500)	-	-
TO Goat Association	One-Time	-			-	-	-
Rabbits BC	One-Time	500			(500)	-	-
Heritage Society	One-Time	-			-	-	-
YCS Literacy	One-Time	500			(500)	-	-
First Responders Golf Tournament	One-Time	500			(500)	-	-
Curling Sponsorship	One-Time	750			(750)	-	-
Sheep Breeders	One-Time	500			(500)		
Yellowhead Pioneer Residence	One-Time	500			(500)		
Community Foundation - Sip and Support	One-Time	250			(250)		
Legion Advertising	One-Time	400			(400)	-	-
Lions Club - Facility Costs / Internet*	Ongoing	10,000	10,000	10,000	-	10,000	-
Barriere First Responders - Facility Use*	Ongoing	10,000	10,000	10,000	-	10,000	-
Chamber of Commerce - Facility Lease*	Ongoing	25,875	25,875	25,875	-	25,875	-
NTACS - Facility Use / Gym / Insurance*	Ongoing	22,000	22,000	22,000	-	22,000	-
YCS Daycare - Gym*	Ongoing	4,800	4,800	4,800	-	4,800	-
Permissive Tax Exemptions*	Ongoing	55,000	55,000	55,000	-	55,000	-
					-	-	-
Grand Total		**$133,075**	**$127,675**	**$132,675**	**($400)**	**$127,675**	**$0**

* - no costs are charged to entities. Organizations are receiving a discount in the amount outlined.
This results in increased expenses to the District and no revenue that must be covered within the operating budget.

Previously Received

OTHER COMMUNITY SUPPORT REQUESTS

	Timeframe	2025 Actual	2026 Approved	2026 incl. in Draft Budget	2025 vs 2026	Total 2026 Approved	Total 2026 Not Approved
Requests							
Fall Fair (Flagging / Garbage)	Ongoing	1,250		1,250	-	-	1,250
Yard Waste Cleanup	Ongoing	200		500	300	-	500
Grad Parade	Ongoing	350		500	150	-	500
Halloween Fireworks	Ongoing	1,100		1,100	-	-	1,100
Other Events - in-kind support	Ongoing	1,500		1,500	-	-	1,500
						-	-
Grand Total		**$4,400**	**$0**	**$4,850**	**$450**	**$0**	**$4,850**

TOTAL	$137,525

Previously Received

10. Debt Servicing

Previously Received

Previously Received

DISTRICT OF BARRIERE
2026-2030 FINANCIAL PLAN
DEBT SERVICING

			2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
General	Project Name:	Principal										
Bylaw ###	Details: $ amount, term, end date	Interest										
Wastewater	Project Name:	Principal										
Bylaw ###	Details: $ amount, term, end date	Interest										
Water	Project Name:	Principal										
Bylaw ###	Details: $ amount, term, end date	Interest										
General	Project Name:	Principal										
Bylaw ###	Details: $ amount, term, end date	Interest										
General	Project Name: Bush Truck	Principal	33,921	34,921	35,944	37,011	14,131					
Equip Fin	Details: $ 175,000, 5-yr, 2030	Interest	4,085	3,085	2,062	995	94					
Total principal			**33,921**	**34,921**	**35,944**	**37,011**	**14,131**	**-**	**-**	**-**	**-**	**-**
Total interest			**4,085**	**3,085**	**2,062**	**995**	**94**	**-**	**-**	**-**	**-**	**-**
Total debt payments			**38,006**	**38,006**	**38,006**	**38,006**	**14,225**	**-**	**-**	**-**	**-**	**-**
General	Principal		33,921	34,921	35,944	37,011	14,131	-	-	-	-	-
	Interest		4,085	3,085	2,062	995	94	-	-	-	-	-
Water	Principal											
	Interest											
Wastewater	Principal											
	Interest											
			38,006	**38,006**	**38,006**	**38,006**	**14,225**	**-**	**-**	**-**	**-**	**-**

Previously Received

Previously Received

Appendix

Capital Projects Business Cases

Previously Received

Previously Received

CAPITAL EXPENDITURE:
BUSINESS CASE BRIEF

Basic Project Information:

Project Name: Wastewater Treatment Plant	**Project Number: UT-26-01**
Project Budget: $7,100,000	**Department: Utilities**
Project Location: Septage Receiving Kamloops St.	**Project Owner: Chris Matthews**

Project Funding & Financials

DoB Funded: (y/n) YES	**Funding Source: Capital**	**DoB Amount: $ 1,886,624**
Grant Funded: (y/n) YES	**Grant Source: ICIP 2022**	**Grant Amount: $ 5,213,376**
Other: (y/n) NO	**Other Source:**	**Other Amount: $ 0**
Funding Notes:	**NPV:**	**TOTAL COST: $ 7,100,000**

Project Evaluation & Criticality

Risk(1-10): 10	**EMERGENCY: (y/n) no**	**Resource Info**
Affordability (1-10): 5	**Regulatory: (y/n) yes**	**DoB: Personnel**
Service Level (1-10): 10	**Planned: (y/n) YES**	**Consultant: (y/n) yes**
TOTAL SCORE: 25/30	**Other:**	**Contractor: (y/n) yes**

Previously Received

Project Description / Background: {Please use this font size and style}

The current solar aquatics wastewater treatment facility discharge is and has always been out of compliance since it was commissioned in 2016. The District received grant funding to cover almost 73% of the costs to upgrade the treatment plant. This will consist of moving the treatment works to the existing septage receiving location, utilizing the existing discharge basins, and decommissioning the solar aquatics plant.

2024 and 2025 saw expenses of roughly $404,000 towards the project. Roughly $295,000 (73%) was reimbursable by the grant funder. Roughly $109,000 was a District expense (27%).

The 2026 budget year is projected to see the majority of the expenses for this project, primarily in the Q2 to Q4 of 2026 but also in early 2027. Council established a Revenue Anticipation Borrowing Bylaw to ensure that funds are available as needed to pay our contractors while we await the reimbursement from the Province, which can take 3+ months at times.

Project Goals / Objectives: {Please use this font size and style}

1. Expectation for project expenditures in 2026 is estimated at $5M, 73% funded by the grant received in 2024.
2. Process equipment and civil work to continue in 2026 with project completion projected for Q1 2027.

Project Risks if NOT Implemented: {Please use this font size and style}

1. Substantial fines from Ministry of Environment.
2. Release of potential pollutants to the receiving environment.

Project Implementation Plan:

Public Consultation Required: (y/n) no	**Proposed Start: Q4 2024**	**Proposed Finish: Q1 2027**

Notes: (if applicable?) {Please use this font size and style}

1. This year's budget contains the cost of the process equipment and majority of civil work for 2026. Actual costs may fluctuate depending on permitting and subsequent timeline changes

CAPITAL EXPENDITURE:
BUSINESS CASE BRIEF

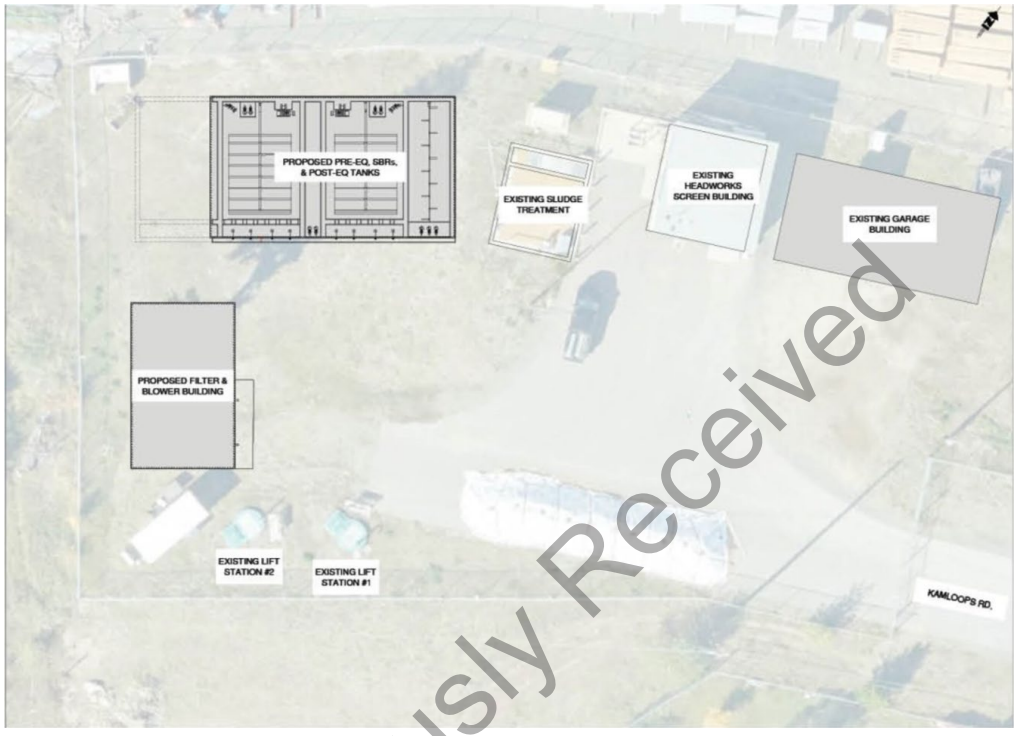
Additional Info Attached

Pictures (y/n) Y
Report (y/n)
Quote / Est. (y/n)
Other (y/n)

Council Decision

Presented Date:	**January 26, 2026**
Decision Date:	
DECISION:	

Planned Layout:



Previously Received

Current Progress:



CAPITAL EXPENDITURE:
BUSINESS CASE BRIEF

Basic Project Information:

Project Name: Annual Paving Program	**Project Number: PW-26-01**
Project Budget: $100,000	**Department: PW**
Project Location: Critical Road Repairs	**Project Owner: Chris Matthews**

Project Funding & Financials

DoB Funded: (y/n) YES	**Funding Source: Capital**	**DoB Amount: $ 100,000**
Grant Funded: (y/n) NO	**Grant Source:**	**Grant Amount: $ 0**
Other: (y/n) NO	**Other Source:**	**Other Amount: $ 0**
Funding Notes:	**NPV:**	**TOTAL COST: $ 100,000**

Project Evaluation & Criticality

Risk(1-10): 5	**EMERGENCY: (y/n) NO**	**Resource Info**
Affordability (1-10): 7	**Regulatory: (y/n) NO**	**DoB: NO**
Service Level (1-10): 10	**Planned: (y/n) YES**	**Consultant: (y/n)**
TOTAL SCORE: 22 /30	**Other:**	**Contractor: (y/n) YES**

Previously Received

Project Description / Background: {Please use this font size and style}

Annual basic and minimal road paving. A Roads Assessment in 2022 indicated that annual maintenance should be undertaken in the amount of almost $300,000. As the current Wastewater Treatment Project requires all available capital funds, only a limited amount of funding is dedicated to the roads asset at the moment.

Project Goals / Objectives: {Please use this font size and style}

1. Repair critical sections of roads throughout the community

Project Risks if NOT Implemented: {Please use this font size and style}

1. Further deterioration of pavement will lead to additional restoration and increased costs

Project Implementation Plan:

Public Consultation Required: (y/n) no	**Proposed Start: Q2**	**Proposed Finish: Q3 2026**

Notes: (if applicable?) {Please use this font size and style}

Additional Info Attached

Pictures (y/n)
Report (y/n)
Quote / Est. (y/n)
Other (y/n)

Council Decision

Presented Date: January 26, 2026
Decision Date:
DECISION:

CAPITAL EXPENDITURE:
BUSINESS CASE BRIEF

Basic Project Information:

Project Name: Roads Equipment	**Project Number: PW-26-02**
Project Budget: $150,000	**Department: PW**
Project Location:	**Project Owner: Chris Matthews**

Project Funding & Financials

DoB Funded: (y/n) YES	**Funding Source: Capital**	**DoB Amount: $ 150,000**
Grant Funded: (y/n) NO	**Grant Source:**	**Grant Amount: $ 0**
Other: (y/n) NO	**Other Source:**	**Other Amount: $ 0**
Funding Notes:	**NPV:**	**TOTAL COST: $ 150,000**

Project Evaluation & Criticality

Risk(1-10): 8	**EMERGENCY: (y/n)**	**Resource Info**
Affordability (1-10): 9	**Regulatory: (y/n)**	**DoB: Personnel**
Service Level (1-10): 10	**Planned: (y/n) YES**	**Consultant: (y/n)**
TOTAL SCORE: 27 /30	**Other:**	**Contractor: (y/n)**

Previously Received

Project Description / Background: {Please use this font size and style}

Council asked to include the costs for Roads Equipment needed to undertake a Winter Roads Maintenance program in-house within the 2026 budget. This capital project is intended to procure at least one Full size plow truck and a pickup truck with the required sanders, blades, etc. The intent is to source used (but new to us) equipment that is in good shape. As part of the 2026 calendar year (January to March) winter roads maintenance will be undertaken by a contractor, only October to December will be undertaken by the District's Staff. As such, equipment will need to be purchased over the spring and summer months to be ready for the winter 2026/27 season. Instead of utilizing Capital Reserves, this Equipment could also be procured through MFA. Interest Rates are variable, currently at 2.85%. Approximate interest over 5 years is $11,133 and annual costs to service the loan are approximately $32,227.

Project Goals / Objectives: {Please use this font size and style}

1. Procure critical equipment to successfully operate an in-house winter roads program.

Project Risks if NOT Implemented: {Please use this font size and style}

1. Outsourcing to a third party would be required for winter roads maintenance, which has proven difficult in the past and has a risk of higher contractor rates.

Project Implementation Plan:

Public Consultation Required: (y/n)	**Proposed Start: Q 2**	**Proposed Finish: Q 3 2026**

Notes: (if applicable?) {Please use this font size and style}

1. Procure equipment to successfully operate a winter roads maintenance program.

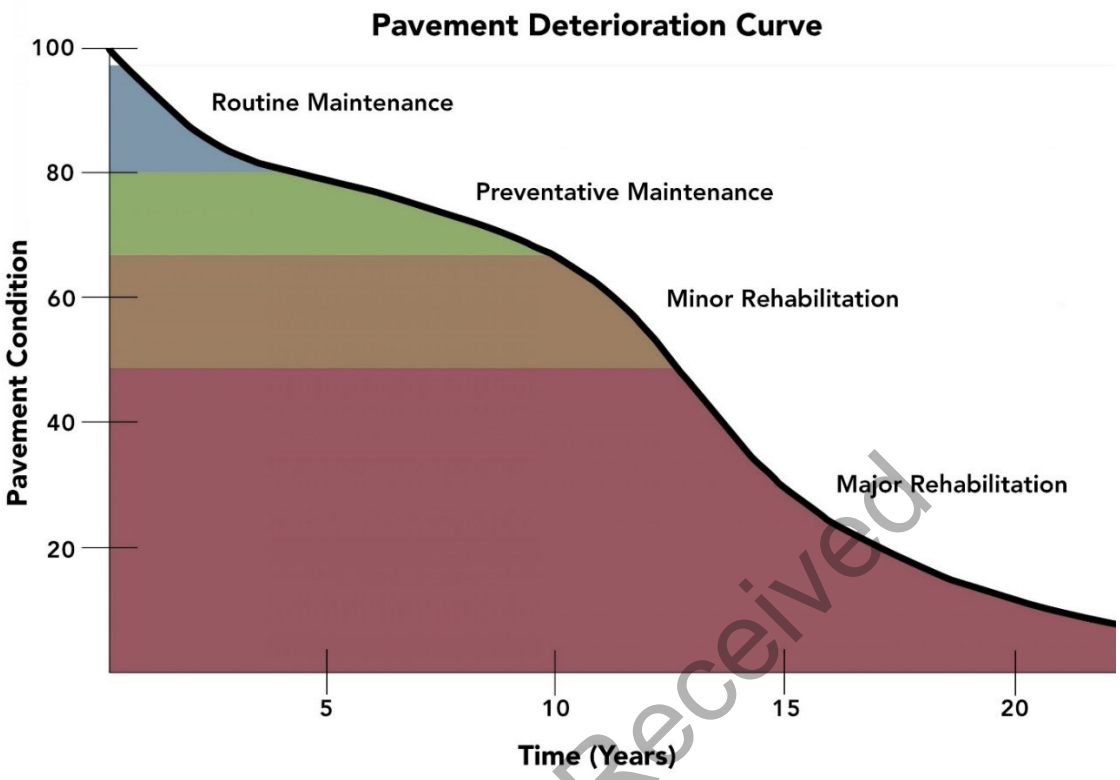
Additional Info Attached

Pictures (y/n)
Report (y/n) Y
Quote / Est. (y/n)
Other (y/n)

Council Decision

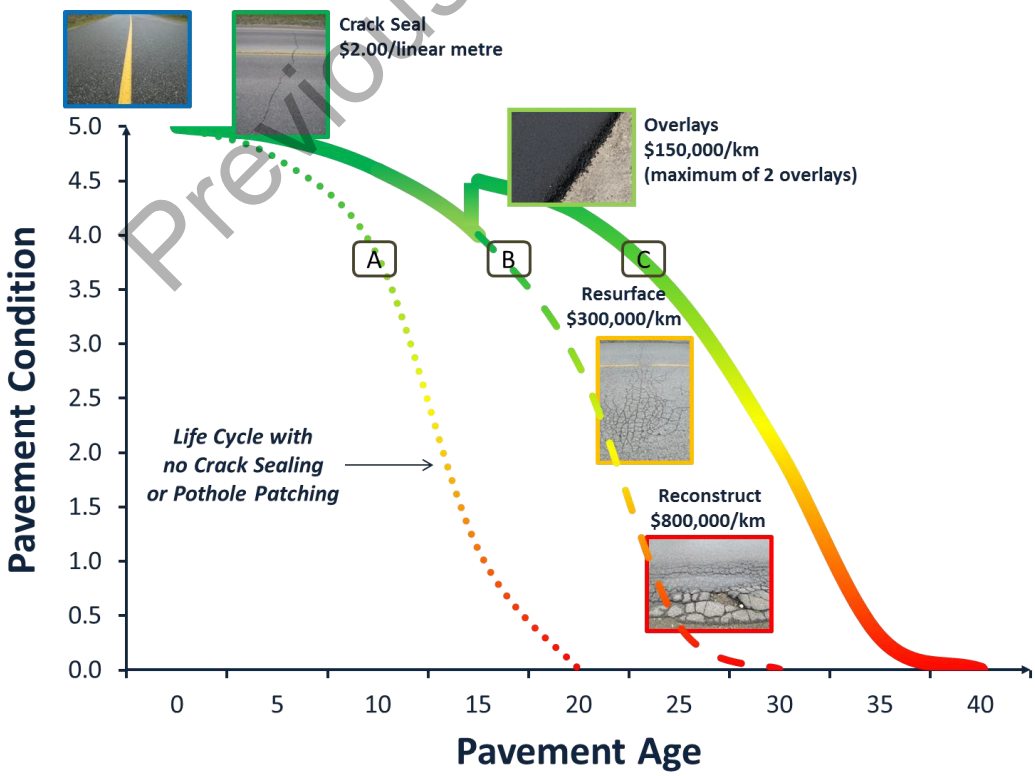
Presented Date: January 26, 2026
Decision Date:
DECISION:

Appendix 1 - Road Condition Deterioration Graphs and Financials



Above: From a generic online source

Previously Received

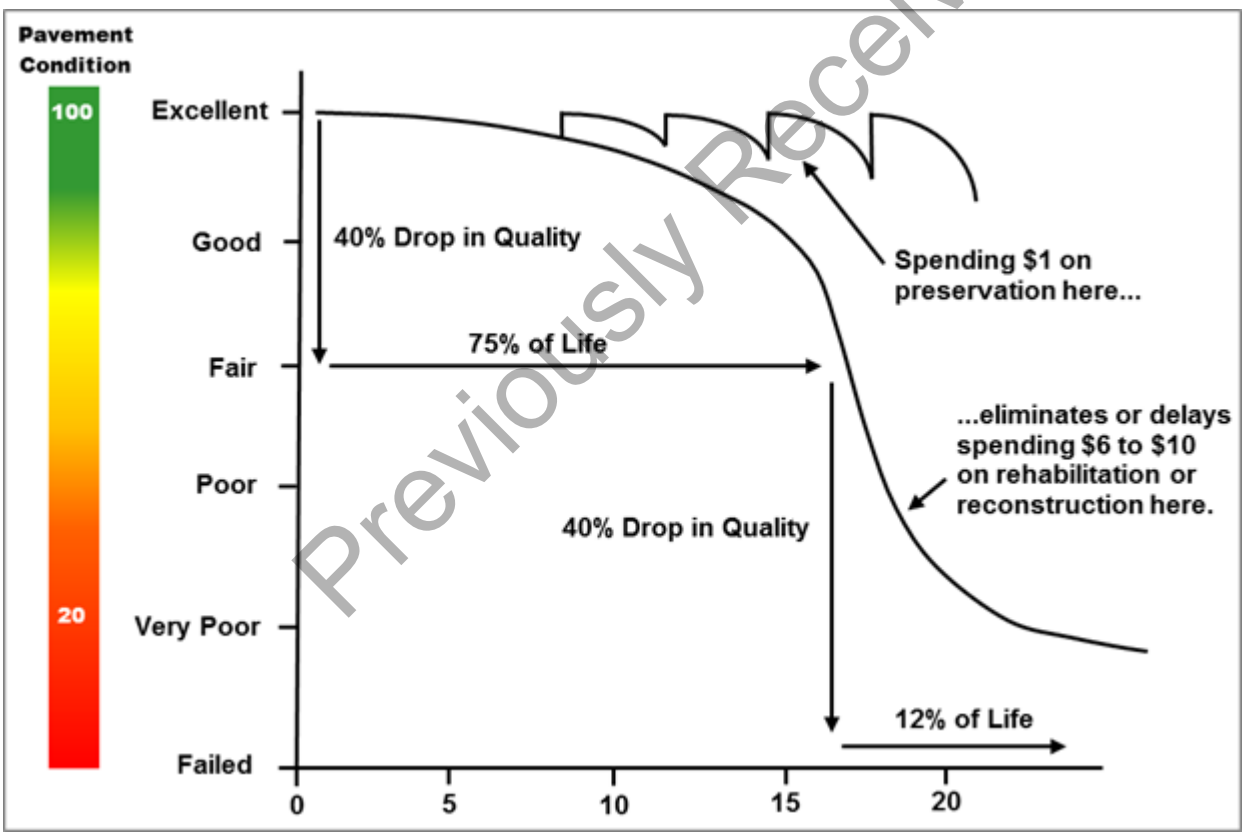


Above: From 2014 Lake Country Roads department report

Type	Treatment	Unit Cost
Preventive Maintenance	Crack Sealing	$3.0/L-m
Reactive Maintenance	Shallow Patching	$60/m²
Resurfacing	Overlay (nominal 50 mm)	$25/m² + (Crack Area Patching Cost*)
	Mill & Inlay (nominal 50 mm)	$32/m² + (Crack Area Patching Cost*)
	Mill & Inlay (nominal 75 mm)	$40/m² + (Crack Area Patching Cost *)
Major Rehabilitation	Full Depth Reclamation	$50/m²
	Reconstruction	Local Road: $150/m² Collector Road: $165/m²
* Crack Area Patching Cost = $70/m² * AFCA, where AFCA = all fatigue crack (%)		

The above table highlights 2022 cost estimates from the Road Condition Assessment.

Previously Received



(New York State Thruway System - 2014)

CAPITAL EXPENDITURE:
BUSINESS CASE BRIEF

Basic Project Information:

Project Name: Hall Road Crossing – CN	**Project Number: PW-26-03**
Project Budget: $25,000	**Department: PW**
Project Location:	**Project Owner: Chris Matthews**

Project Funding & Financials

DoB Funded: (y/n) YES	**Funding Source: Capital**	**DoB Amount: $ 25,000**
Grant Funded: (y/n) NO	**Grant Source:**	**Grant Amount: $ 0**
Other: (y/n) NO	**Other Source:**	**Other Amount: $ 0**
Funding Notes:	**NPV:**	**TOTAL COST: $ 25,000**

Project Evaluation & Criticality

Risk(1-10): 10	**EMERGENCY: (y/n) no**	**Resource Info**
Affordability (1-10): 7	**Regulatory: (y/n) yes**	**DoB: Personnel**
Service Level (1-10): 10	**Planned: (y/n) YES**	**Consultant: (y/n) no**
TOTAL SCORE: 27 /30	**Other:**	**Contractor: (y/n) yes**

Previously Received

Project Description / Background: {Please use this font size and style}

This project is to finalize the costs of the District. As per communication by CN, the initial quote of $186,000 was reduced to be roughly $20,000 after determining the District's responsibility as the road authority. However, an invoice was received from CN in late December 2025 showing a cost of roughly $210,000. We're working with CN to amend the invoice for the work that was completed in September 2025.

Project Goals / Objectives: {Please use this font size and style}

1. This project included costs that need to be borne by the road authority, some of which are undetermined at this point and subsequently there may be more funding required. A buffer of $5,000 has been included to that effect.

Project Risks if NOT Implemented: {Please use this font size and style}

1. Project is complete, except for updated invoice from CN.

Project Implementation Plan:

Public Consultation Required: (y/n)	**Proposed Start: Q3 2025**	**Proposed Finish: Q2 2026**

Notes: (if applicable?) {Please use this font size and style}

1. Finalize payments once CN provides an updated invoice.

Additional Info Attached

Pictures (y/n) yes
Report (y/n)
Quote / Est. (y/n)
Other (y/n)

Council Decision

Presented Date: January 26, 2026
Decision Date:
DECISION:

CAPITAL EXPENDITURE:
BUSINESS CASE BRIEF

Before:



After:



CAPITAL EXPENDITURE:
BUSINESS CASE BRIEF

Basic Project Information:

Project Name: BBC Storage, Bandshell Locks, Traffic Calming	**Project Number:** PW-26-04
Project Budget: $15,000	**Department:** PW
Project Location: BBC, Bandshell, BTR	**Project Owner:** Chris Matthews

Project Funding & Financials

DoB Funded: (y/n) YES	**Funding Source: Capital**	**DoB Amount: $ 7,500**
Grant Funded: (y/n) NO	**Grant Source: Climate Action**	**Grant Amount: $ 7,500**
Other: (y/n) NO	**Other Source:**	**Other Amount: $ 0**
Funding Notes:	**NPV:**	**TOTAL COST: $ 15,000**

Project Evaluation & Criticality

Risk(1-10): 5	**EMERGENCY: (y/n)**	**Resource Info**
Affordability (1-10): 5	**Regulatory: (y/n)**	**DoB: Personnel**
Service Level (1-10): 10	**Planned: (y/n) YES**	**Consultant: (y/n)**
TOTAL SCORE: 20 /30	**Other:**	**Contractor: (y/n)**

Project Description / Background: {Please use this font size and style}

Council asked for these 3 smaller projects to be included in the budget.

1. BBC Storage room energy retrofit – shared project with Chamber – estimated at $7,500 (Climate Action fund)
2. Bandshell Door locks – automatic door locks for washroom doors – estimated at $5,000
3. Traffic Calming Trial area – pilons and/or planters to narrow the road and delineate the road from sidewalk – Barriere Town Road by Ridge Daycare area. – estimated at $2,500

Project Goals / Objectives: {Please use this font size and style}

1. Complete subprojects as indicated above. Priority would be given in winter months to BBC and Bandshell.

Project Risks if NOT Implemented: {Please use this font size and style}

1. Continued concerns from Chamber and public depending on which project was not complete.

Project Implementation Plan:

Public Consultation Required: (y/n)	**Proposed Start: Q 1**	**Proposed Finish: Q 3 2026**

Notes: (if applicable?) {Please use this font size and style}

1. Procure materials and install as outlined above.

Additional Info Attached

Pictures (y/n) Y
Report (y/n)
Quote / Est. (y/n)
Other (y/n)

Council Decision

Presented Date: January 26, 2026
Decision Date:
DECISION:

Previously Received

CAPITAL EXPENDITURE:
BUSINESS CASE BRIEF

Sample pilon option for traffic calming



Previously Received

CAPITAL EXPENDITURE:
BUSINESS CASE BRIEF

Basic Project Information:

Project Name: Annual Firefighter Gear (Two Full Sets)	**Project Number: FD-26-01**
Project Budget: $25,000	**Department: FD**
Project Location: Fire Hall	**Project Owner: Alexis Hovenkamp**

Project Funding & Financials

DoB Funded: (y/n) YES	**Funding Source: Capital**	**DoB Amount: $ 25,000**
Grant Funded: (y/n) NO	**Grant Source:**	**Grant Amount: $ 0**
Other: (y/n) NO	**Other Source:**	**Other Amount: $ 0**
Funding Notes:	**NPV:**	**TOTAL COST: $ 25,000**

Project Evaluation & Criticality

Risk(1-10): 10	**EMERGENCY: (y/n) Y**	**Resource Info**
Affordability (1-10): 8	**Regulatory: (y/n) Y**	**DoB: Personnel**
Service Level (1-10): 5	**Planned: (y/n) YES**	**Consultant: (y/n) N**
TOTAL SCORE: 23 /30	**Other:**	**Contractor: (y/n) N**

Previously Received

Project Description / Background: {Please use this font size and style}

Barriere Fire Rescue outfits members in two separate types of gear: Turn Out Gear and Rescue Gear. All gear must meet the standards of those from the Nation Fire Protection Association (NFPA).

Rescue gear serves two purposes – it is fire resistant and can be worn during deployments through the Inter-Agency Agreement with BCWS and the OFC and it is NFPA approved to be used for 'technical' rescues like Low/Steep Angle Rescue and Auto Extrication. The requirements that this gear needs to meet are: NFPA 1977, "Standard on Protective Clothing and Equipment for Wildland Fire Fighting and Urban Interface Fire Fighting," and NFPA 1951, "Standard on Protective Ensembles for Technical Rescue Incidents."

Turnout gear, also referred to as "turnouts" or "bunker gear", is a type of protective clothing worn by firefighters when responding to calls.

The NFPA Standards that oversee Turn Out Turn Out Gear are NFPA 1500, "Standard on Fire Department Occupational Safety, Health, and Wellness Program," NFPA 1851, "Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting," "NFPA 1971, "Standard on Protective Ensemble for Structural Firefighting," and NFPA 1975, "Standard on Station/Work Uniforms for Fire Fighters."

These regulations are extensive. A general overview of some information is:

- A **basic** 'full set' includes pants, coat, boots, helmet (with a light and visor), gloves and a hood. (The price included in this proposal does **not include** a MSA Facepiece or rescue gear, which is also supplied by the Fire Department).
- **Basic** set up for Rescue gear includes boots, coveralls, rescue helmet, rescue tool, rescue gloves, and a harness.
- Under these regulations, this gear needs to be replaced (at a minimum) every 10 years or when damage occurs
- Having custom turn out gear is important for each member, as each body is different and proper fitting PPE is crucial to it working properly to protect the body from burns, carcinogenic and other dangerous particulates.

CAPITAL EXPENDITURE:
BUSINESS CASE BRIEF

On average, a 10% increase can be seen per year on fire related products. By purchasing outfitting two members on a yearly basis, we split the cost of this expensive gear over a number of years, instead of having to spend a substantial amount at one time. Staff is applying for grant funding as available to offset some of the costs, if successful.

Project Goals / Objectives: {Please use this font size and style}

1. Purchase gear and equipment to outfit two members per year.

Project Risks if NOT Implemented: {Please use this font size and style}

1. To replace all Turn Out Gear in one purchase at (todays cost), it would mean paying just under $139,700 for Turn Out Gear alone.

Project Implementation Plan:

Public Consultation Required: (y/n) N	Proposed Start: Q 2	Proposed Finish: Q 3 2026

Notes: (if applicable?) {Please use this font size and style}

1. This year's budget contains the cost of gear for only one year.
2. Note: Due to damaged, aging of gear, increase of price and new firefighters, this project will require a yearly budget approval.
3. Some firefighters have new Turn Out Gear, but have not received Rescue Gear or vice-versa. The intention of this budget is to ensure that everyone has adequate PPE, so sometimes there may be the need to outfit one member with all gear, and for the remainder of the budget, split these items for multiple people.

Previously Received

Additional Info Attached

Pictures (y/n) Y
Report (y/n) N
Quote / Est. (y/n) N
Other (y/n) N

Council Decision

Presented Date:	January 26, 2026
Decision Date:	
DECISION:	

Current gear



sample of new gear



CAPITAL EXPENDITURE:
BUSINESS CASE BRIEF

Basic Project Information:

Project Name: Engine Pump Replacement	**Project Number: FD-26-02**
Project Budget: $40,000	**Department: FD**
Project Location:	**Project Owner: Alexis Hovenkamp**

Project Funding & Financials

DoB Funded: (y/n) YES	**Funding Source: Capital**	**DoB Amount: $ 40,000**
Grant Funded: (y/n) NO	**Grant Source:**	**Grant Amount: $ 0**
Other: (y/n) NO	**Other Source:**	**Other Amount: $ 0**
Funding Notes:	**NPV:**	**TOTAL COST: $ 40,000**

Project Evaluation & Criticality

Risk(1-10): 10	**EMERGENCY: (y/n)**	**Resource Info**
Affordability (1-10): 4	**Regulatory: (y/n)**	**DoB: Personnel**
Service Level (1-10): 10	**Planned: (y/n) YES**	**Consultant: (y/n)**
TOTAL SCORE: 24 /30	**Other:**	**Contractor: (y/n)**

Previously Received

Project Description / Background: {Please use this font size and style}

One of the pumps in one of our fire engines failed a test in 2025 and a replacement needed to be sourced which proofed extremely difficult. Repairs were performed mid January 2026. This report is to ensure transparency to the taxpayer is provided for budget purposes.

Project Goals / Objectives: {Please use this font size and style}

1. Replace the equipment as indicated above.

Project Risks if NOT Implemented: {Please use this font size and style}

1. Fire Underwriter Survey requirements would not be met which would lead to a change in ratings that will most likely affect insurance rates for property owners in Barriere.

Project Implementation Plan:

Public Consultation Required: (y/n)	**Proposed Start: Q 4 2025**	**Proposed Finish: Q 1 2026**

Notes: (if applicable?) {Please use this font size and style}

1. Replacement/Repair is already underway.

Additional Info Attached

Pictures (y/n)
Report (y/n)
Quote / Est. (y/n)
Other (y/n)

Council Decision

Presented Date: January 26, 2026
Decision Date:
DECISION:

CAPITAL EXPENDITURE:
BUSINESS CASE BRIEF

Basic Project Information:

Project Name: Wayfinding Study	**Project Number: DEV-26-01**
Project Budget: $20,000	**Department: Corporate**
Project Location: Across Community	**Project Owner: Tasha Buchanan**

Project Funding & Financials

DoB Funded: (y/n) YES	**Funding Source: Capital**	**DoB Amount: $ 20,000**
Grant Funded: (y/n) NO	**Grant Source:**	**Grant Amount: $ 0**
Other: (y/n) NO	**Other Source:**	**Other Amount: $ 0**
Funding Notes:	**NPV:**	**TOTAL COST: $ 20,000**

Project Evaluation & Criticality

Risk(1-10): 5	**EMERGENCY: (y/n)**	**Resource Info**
Affordability (1-10): 10	**Regulatory: (y/n)**	**DoB: Personnel**
Service Level (1-10): 8	**Planned: (y/n) YES**	**Consultant: (y/n)**
TOTAL SCORE: 23 /30	**Other:**	**Contractor: (y/n)**

Previously Received

Project Description / Background: {Please use this font size and style}

For the past year, the District has worked closely with the Chamber of Commerce on a Wayfinding Master Plan grant application and sourcing of other revenues (see attached report from October 6, 2026). The Chamber was successful in sourcing two additional contributions, one from Simpcw valued at $5,000 and one from the TNRD valued at $4,500 which should reduce the District's costs to roughly $15,500. A budget of $20,000 is recommended to allow for any unforeseen overages.

Project Goals / Objectives: {Please use this font size and style}

1. For the Chamber to lead the development of a wayfinding study / master plan.

Project Risks if NOT Implemented: {Please use this font size and style}

1. The ETSI-BC grant would not be completed, funds would need to be returned to ETSI which may impact future grant applications.

Project Implementation Plan:

Public Consultation Required: (y/n)	**Proposed Start: Q 1**	**Proposed Finish: Q 2 2026**

Notes: (if applicable?) {Please use this font size and style}

1. Chamber to lead the progress with True Consulting. District staff will support the project.

Additional Info Attached

Pictures (y/n)
Report (y/n)
Quote / Est. (y/n)
Other (y/n)

Council Decision

Presented Date: January 26, 2026
Decision Date:
DECISION:

CAPITAL EXPENDITURE:
BUSINESS CASE BRIEF

Basic Project Information:

Project Name: Emergency Repairs	**Project Number: CAO-26-01**
Project Budget: $100,000	**Department: CAO**
Project Location: As needed	**Project Owner: Daniel Drexler**

Project Funding & Financials

DoB Funded: (y/n) YES	**Funding Source: Capital**	**DoB Amount: $ 100,000**
Grant Funded: (y/n) NO	**Grant Source:**	**Grant Amount: $ 0**
Other: (y/n) NO	**Other Source:**	**Other Amount: $ 0**
Funding Notes:	**NPV:**	**TOTAL COST: $ 100,000**

Project Evaluation & Criticality

Risk(1-10): 8	**EMERGENCY: (y/n) No**	**Resource Info**
Affordability (1-10): 8	**Regulatory: (y/n) No**	**DoB: Personnel**
Service Level (1-10): 10	**Planned: (y/n) No**	**Consultant: (y/n)**
TOTAL SCORE: 26 /30	**Other:**	**Contractor: (y/n)**

Previously Received

Project Description / Background: {Please use this font size and style}

The funding is intended to support emergencies that occur throughout the year. For example, the District had several smaller emergency water infrastructure repairs throughout 2024, and expenses were covered through operational budgets in the past year. In 2025, Well 3 and needed to be rehabilitated which cost over the $50,000 emergency funds budget that was dedicated for this type of failure. As the infrastructure (includes, Roads, Facilities, Equipment, Water, Wastewater, etc.) ages across the District repairs may be needed that are outside of the standard operating threshold and would fall under a capital expense category. The funding allocated for the emergency fund would only be used with approval of the CAO and only for emergency purposes of a capital nature. Any remaining funds at year end would be carried forward to the next year.

Project Goals / Objectives: {Please use this font size and style}

1. Ensure capital funding is available when required for emergency purposes only

Project Risks if NOT Implemented: {Please use this font size and style}

1. Projects of a capital nature would need to be brought to Council first before funding could be provided.

Project Implementation Plan:

Public Consultation Required: (y/n) No	**Proposed Start: Q 2**	**Proposed Finish: Q 4 2026**

Notes: (if applicable?) {Please use this font size and style}

1. As needed depending on emergency. If no emergency arises, no funds will be spent.

Additional Info Attached

Pictures (y/n) N
Report (y/n) N
Quote / Est. (y/n) N
Other (y/n) N

Council Decision

Presented Date: January 26, 2026
Decision Date:
DECISION:

CAPITAL EXPENDITURE:
BUSINESS CASE BRIEF

Basic Project Information:

Project Name: IT Equipment	**Project Number: CAO-26-02**
Project Budget: $20,000	**Department: IT**
Project Location: District Offices	**Project Owner: Daniel Drexler**

Project Funding & Financials

DoB Funded: (y/n) YES	**Funding Source: Capital**	**DoB Amount: $ 20,000**
Grant Funded: (y/n) NO	**Grant Source:**	**Grant Amount: $ 0**
Other: (y/n) NO	**Other Source:**	**Other Amount: $ 0**
Funding Notes:	**NPV:**	**TOTAL COST: $ 20,000**

Project Evaluation & Criticality

Risk(1-10): 10	**EMERGENCY: (y/n) N**	**Resource Info**
Affordability (1-10): 8	**Regulatory: (y/n) N**	**DoB: Personnel**
Service Level (1-10): 10	**Planned: (y/n) YES**	**Consultant: (y/n)**
TOTAL SCORE: 27 /30	**Other:**	**Contractor: (y/n) Y**

Previously Received

Project Description / Background: {Please use this font size and style}

Annually, the District has the need for replacement of technology assets. This year the following projects would fall under this category:

1. Network Firewall that is aging out – a partnership with the TNRD is being explored to implement a device that can be supported by their technology staff. To support this approach a high-quality Next Generation Firewall will need to be sourced with the right licencing and support contracts.
2. Computers, laptops, other miscellaneous equipment – for District departments as needed.

Project Goals / Objectives: {Please use this font size and style}

1. Assets are replaced as described.

Project Risks if NOT Implemented: {Please use this font size and style}

1. The firewall is aging out and cyber risk is increasing.
2. District assets fail, downtime occurs, often leading to more costly repairs.

Project Implementation Plan:

Public Consultation Required: (y/n)	**Proposed Start: Q 2**	**Proposed Finish: Q 4 2026**

Notes: (if applicable?) {Please use this font size and style}

1. This year's budget contains the cost of the equipment for 2026 only.

Additional Info Attached

Pictures (y/n) Y
Report (y/n)
Quote / Est. (y/n)
Other (y/n)

Council Decision

Presented Date: January 26, 2026
Decision Date:
DECISION:

CAPITAL EXPENDITURE:
BUSINESS CASE BRIEF

Current Firewall (EOL Support 2024):



Previously Received

Proposed Replacement Firewall:



Version: 2026-1 DRAFT (Loan Option)

February 2, 2026
REGULAR MEETING

2026 DRAFT BUDGET



GENERAL FUND

General Fund Revenues	
Property Taxes	1,268,598
Property Taxes - Increase	-
Grant in Lieu & Other Taxes	42,500
User Fees & Charges	384,625
User Fees - Increases	-
Government Transfers	773,125
Interest, Penalties & Other Recoveries	58,880
Other - Surplus	-
From Acc Surplus - 2025 Carry Forwards	-
	2,527,728

Operating	
Operating Revenue	2,527,728
Operating Expenditures	(2,363,813)
Net before Transfers	163,915
Transfer to Reserves (see Tab 7 - Reserve Continuity)	(320,510)
Net Available for Capital	(156,595)

General Fund Operating Expenditures	
General Government	804,775
Protective Services	340,250
Transportation	510,372
Environmental & Public Health	257,634
Planning & Development	14,000
Parks & Recreation	286,569
Facilities	143,050
Debt Servicing	7,163
Operating / Grant Project (non capital)	
Community Service Increases	
Council Follow-up Items	-
	2,363,813

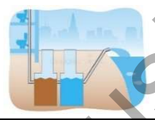


WATER FUND

Water Fund Revenues	
Water - Fixed/Capital Charges	526,581
Water - Usage Charges	-
Water - Miscellaneous Charges	-
Water - Late Penalties	-
Water - Increase	-
	526,581

Operating	
Operating Revenue	526,581
Operating Expenditures	(416,750)
Net Available for Capital	109,831

Water Fund Operating Expenditures	
Water Utility Operations	416,750
Debt Servicing	-
Council Follow-up Items	-
	416,750



WASTEWATER FUND

Wastewater Fund Revenues	
Wastewater - Fixed/Capital Charges	145,500
Wastewater - Usage Charges	-
Wastewater - Miscellaneous Charges	-
Wastewater - Late Penalties	-
Wastewater - Increase	-
	145,500

Operating	
Operating Revenue	145,500
Operating Expenditures	(280,700)
Net Available for Capital	(135,200)

Wastewater Fund Operating Expenditures	
Wastewater Utiilty Operations	280,700
Debt Servicing	-
Council Follow-up Items	-
	280,700



CAPITAL EXPENDITURES

Capital Funding Sources	
Capital Grants	3,358,000
Debt / Loan	150,000
Operating Surplus Available	
General	(156,595)
Water	109,831
Wastewater	(135,200)
From Reserves and DCCs	1,587,000
From Accumulated Surplus	
	4,913,036

Capital	
Capital Funding	4,913,036
Capital Expenditures	(5,095,000)
Net Capital Surplus/Deficit	(181,964)

Capital Expenditures	
Information Technology	20,000
Emergency Services	65,000
Facilities	12,500
Fleet & Equipment	150,000
Engineering	20,000
Public Works	127,500
Water	100,000
Wastewater	4,600,000
	5,095,000

Previously Received

2026 DRAFT BUDGET - CONSOLIDATED

2026 CONSOLIDATED FINANCIAL PLAN

Operating Revenues	
General Fund	2,527,728
Water Fund	526,581
Wastewater Fund	145,500
Other Funding Sources - Surplus	-
	3,199,809

Operating	
Operating Revenue	3,199,809
Operating Expenditures	(3,061,263)
Operating Surplus	138,546
Transfer to Reserves	(320,510)
Net Operating Surplus	(181,964)
Transfer to Capital	181,964
Net After Capital Transfer	-

Operating Expenditures	
General Fund Operating	2,363,813
Water Fund Operating	416,750
Wastewater Fund Operating	280,700
Fee for Service - pending request	
Council Follow-up Items	-
	3,061,263

Capital Funding Sources	
Debt / Loan	150,000
Capital Grants	3,358,000
Funded from Development Cost Charges	-
Transfer from Reserves - 2025 carryforward projects	-
Transfer from Surplus - 2025 carryforward projects	-
Transfer from Reserves - current	1,642,069
	5,150,069

Capital	
Debt / Loan	150,000
Capital Grants	3,358,000
Transfer from Operations	(181,964)
Transfer from Reserves/surplus	1,642,069
Transfer from DCCs	-
Net Capital Funding	4,968,105
Capital Expenditures	(5,095,000)
Capital - Surplus/Deficit	(126,895)

Capital Expenditures	
New Projects	
General	414,500
Fire	65,000
Water	100,000
Wastewater	1,000,000
Other	7,500
Grant Funded	3,358,000
Debt Funded	150,000
Carryforward Projects	
General Fund	-
Water Fund	
Other Fund	-
Grant Funded	-
	5,095,000

Other Program Funding Sources	
Capital Grants	
Transfer from Reserves	-
Transfer from Accumulated Surplus	-
	-

ACCUMULATED SURPLUS	
Reserves	
Balance - December 31, 2025	2,844,779
2025 Carry Forward Capital Projects	-
Net after funding of Carry Forward Projects	2,844,779
Transfers in from Operating	320,510
Transfer in - 2025 Climate Action funding	
Transfers in - fleet replacement/future capital	
Used to fund 2026 Capital Projects	(1,642,069)
	1,523,220

ACCUMULATED SURPLUS - NON LIQUID	
Investment in Capital Assets	
Beginning Balance	30,120,762
Capital Expenditures	5,095,000
Debt Principal Payments	55,069
Amortization	(671,595)
	34,599,236

ACCUMULATED SURPLUS	
Operating Surplus	
Beginning Balance	85,040
Net Income	2,880,020
Invested in Capital Assets	(4,478,474)
From Reserves - Current Projects	1,642,069
To Reserves - Community Works etc.	(320,510)
To Equipment Reserve	-
	(191,855)
Less: Internally Restricted	-
Net Operating Surplus	(191,855)

	Beginning *	Ending	2026 Used
General Capital	743,008	317,895	435,648
Fire Department Capital	154,151	56,875	98,921
Water Capital	490,570	397,704	100,000
Wastewater Capital	-	-	-
Transportation Infrastructure	-	-	-
Parkland	66,574	67,573	-
Community Works (Gas Tax)	82,679	368,971	-
Growing Communities	1,192,599	204,055	1,000,000
Climate Action Program	115,198	110,147	7,500
	2,844,779	1,523,220	1,642,069

ACCUMULATED SURPLUS	
TOTAL	
Operating Surplus	(191,855)
Investment in Capital Assets	34,599,236
Statutory Reserves	1,523,220
Internally Restricted Funds	-
	35,930,601

Internally Restricted Funds	
Restricted Fund 1	-
Restricted Fund 2	-
	-

Previously Received

* after deducting 2025 carryforward projects

Log in (https://www.bcassessment.ca/Home/LoginInfo/) Register (https://auth.bcassessment.ca/register)

BC ASSESSMENT

Southern Interior 2026 Property Assessments Announced

January 02, 2026

KELOWNA — The 2026 property assessments, which reflect market value as of July 1, 2025, have been announced for property owners of nearly 450,000 properties throughout the Southern Interior. The updated property values are now available at bcassessment.ca in addition to 2026 Property Assessment Notices being mailed to each property owner.

“For 2026, most homeowners can expect generally modest property assessment value changes in the -5% to +5% range for many Thompson Okanagan communities while homeowners in Kootenay Columbia areas may see a slightly higher rate of change in the -5% to +10% range," says BC Assessment Deputy Assessor Boris Warkentin. “Lytton remains an exception as that community continues to rapidly add value through its recovery and rebuilding efforts."

As B.C.'s provider of property assessment information, BC Assessment collects, monitors and analyzes property data throughout the year. The newly released 2026 property assessment details can be searched and accessed any time at bcassessment.ca (http://www.bcassessment.ca/) by using BC Assessment's Assessment Search online service.

Overall, the Southern Interior's total assessments increased from about $323 billion in 2025 to almost $330 billion this year. A total of over $5.29 billion of the region's updated assessments is from new construction, subdivisions and the rezoning of properties.

BC's Southern Interior region includes the main urban centres of Kelowna, Kamloops, and Cranbrook as well as all surrounding Okanagan, Thompson, and Kootenay Columbia communities as listed below.

The summaries below provide estimates of typical 2025 versus 2026 assessed values of properties throughout the region.

These examples demonstrate market trends for **single-family residential properties** by geographic area throughout the Southern Interior:*

THOMPSON OKANAGAN COMMUNITIES:

Previously Received

Single Family Homes Changes by Community	**2025 Typical Assessed Value** as of July 1, 2024	**2026 Typical Assessed Value** as of July 1, 2025	**% Change**
City of Kelowna	$938,000	$918,000	-2%
City of West Kelowna	$904,000	$892,000	-1%
District of Lake Country	$930,000	$933,000	0%
City of Penticton	$693,000	$700,000	+1%
District of Summerland	$763,000	$752,000	-1%
Village of Keremeos	$499,000	$519,000	+4%
Town of Oliver	$618,000	$611,000	-1%
Town of Osoyoos	$667,000	$639,000	-4%
Town of Princeton	$379,000	$387,000	+2%
District of Peachland	$885,000	$871,000	-2%
City of Armstrong	$639,000	$628,000	-2%
City of Enderby	$535,000	$529,000	-1%
City of Vernon	$721,000	$721,000	0%
District of Coldstream	$902,000	$910,000	+1%
City of Salmon Arm	$661,000	$658,000	0%
Township of Spallumcheen	$624,000	$611,000	-2%
District of Sicamous	$503,000	$514,000	+2%
Village of Lumby	$571,000	$577,000	+1%
City of Kamloops	$693,000	$693,000	0%
District of Barriere	$404,000	$417,000	+3%
District of Clearwater	$407,000	$423,000	+4%
City of Merritt	$458,000	$450,000	-2%
Village of Ashcroft	$416,000	$396,000	-5%
Village of Cache Creek	$318,000	$315,000	-1%
Village of Chase	$491,000	$505,000	+3%
Village of Clinton	$234,000	$234,000	0%
District of Logan Lake	$450,000	$449,000	0%

Previously Received

District of Lillooet	$394,000	$404,000	+3%
Sun Peaks Mountain Resort	$1,486,000	$1,463,000	-2%
Village of Lytton	$233,000	$303,000	+30%

*All data calculated based on median values.

These examples demonstrate market trends for **single-family residential properties** by geographic area:*

KOOTENAY COLUMBIA COMMUNITIES:

Previously Received

Single Family Homes Changes by Community	**2025 Typical Assessed Value** as of July 1, 2024	**2026 Typical Assessed Value** as of July 1, 2025	**% Change**
City of Castlegar	$520,000	$519,000	0%
City of Cranbrook	$503,000	$517,000	+3%
City of Fernie	$856,000	$911,000	+6%
City of Grand Forks	$422,000	$427,000	+1%
City of Greenwood	$249,000	$243,000	-2%
City of Kimberley	$533,000	$564,000	+6%
City of Nelson	$681,000	$699,000	+3%
City of Revelstoke	$860,000	$881,000	+2%
City of Rossland	$615,000	$625,000	+2%
City of Trail	$376,000	$376,000	0%
District of Elkford	$390,000	$406,000	+4%
District of Invermere	$679,000	$707,000	+4%
District of Sparwood	$419,000	$457,000	+9%
Town of Creston	$422,000	$427,000	+1%
Town of Golden	$634,000	$649,000	+2%
Village of Canal Flats	$326,000	$356,000	+9%
Village of Fruitvale	$455,000	$470,000	+3%
Village of Kaslo	$490,000	$488,000	0%
Village of Midway	$340,000	$330,000	-3%
Village of Montrose	$451,000	$453,000	0%
Village of Nakusp	$419,000	$438,000	+5%
Village of New Denver	$401,000	$409,000	+2%
Village of Radium Hot Springs	$488,000	$529,000	+8%
Village of Salmo	$379,000	$391,000	+3%
Village of Silverton	$429,000	$443,000	+3%
Village of Slocan	$403,000	$407,000	+1%
Village of Warfield	$408,000	$417,000	+2%

Previously Received

*All data calculated based on median values.

These examples demonstrate market trends for **strata residential properties (e.g. condos/townhouses)** by geographic area for select Southern Interior urban communities:*

Strata Homes (Condos/Townhouses) Changes by Community	**2025 Typical Assessed Value** as of July 1, 2024	**2026 Typical Assessed Value** as of July 1, 2025	**% Change**
City of Kelowna	$493,000	$488,000	-1%
City of West Kelowna	$538,000	$557,000	+4%
City of Penticton	$405,000	$406,000	0%
City of Vernon	$400,000	$400,000	0%
City of Kamloops	$401,000	$399,000	0%
Sun Peaks Mountain Resort	$768,000	$774,000	+1%
City of Cranbrook	$270,000	$278,000	+3%
City of Nelson	$560,000	$560,000	0%

*All data calculated based on median values.

BC Assessment's website at bcassessment.ca (http://www.bcassessment.ca/) includes more details about 2026 assessments, property information and trends such as lists of 2026's top valued residential properties across the province and an interactive map.

The website also provides self-service access to a free, online property assessment search service that allows anyone to search, check and compare 2026 property assessments for anywhere in the province. Property owners can also download a digital copy of their 2026 property assessment.

“Property owners can find valuable information on our website including answers to many assessment-related questions, but those who feel that their property assessment does not reflect market value as of July 1, 2025 or see incorrect information on their notice, should contact BC Assessment as indicated on their notice as soon as possible in January," says Warkentin.

“If a property owner is still concerned about their assessment after speaking to one of our appraisers, they may submit a Notice of Complaint (Appeal) by January 31st, for an independent review by a Property Assessment Review Panel," adds Warkentin.

The Property Assessment Review Panels, independent of BC Assessment, are appointed annually by the provincial government, and typically meet from early February to mid-March to hear formal complaints.

"It is important to understand that changes in property assessments do not automatically translate into a corresponding change in property taxes," explains Warkentin. "As noted on your assessment notice, how your assessment changes relative to the average change in your community is what may affect your property taxes."

Have questions?

Previously Received

Property owners can contact BC Assessment toll-free at 1-866-valueBC (1-866-825-8322) or online at bcassessment.ca (http://www.bcassessment.ca/). During the month of January, hours of operation are 8:30 a.m. to 5:00 p.m., Monday to Friday.

Media contact:

Email: media@bcassessment.ca (mailto:media@bcassessment.ca)

MEDIA BACKGROUNDER

Facts on B.C. Property Assessments

- Total number of British Columbia properties assessed in 2026 is 2,233,648, about a one percent increase from 2025.
- Total value of British Columbia real estate in 2026 is more than $2.75 trillion, a decrease of almost 2.5 percent from 2025.
- Total amount of British Columbia non-market change for 2026, including new construction, rezonings and subdivisions is approximately $34.7 billion, a decrease of about 9.4 percent from 2025's $38.3 billion.
- In B.C., approximately 91 percent of all properties are classified with some residential (Class 1) component.
- Over 98 percent of property owners typically accept their property assessment without proceeding to a formal, independent review of their assessment.
- Assessments are the estimate of a property's market value as of July 1, 2025 and physical condition as of October 31, 2025. This common valuation date ensures there is an equitable property assessment base for property taxation.
- Changes in property assessments reflect movement in the local real estate market and can vary greatly from property to property. When estimating a property's market value, BC Assessment's professional appraisers analyze current sales in the area, as well as considering other characteristics such as size, age, quality, condition, view and location.
- Real estate sales determine a property's value which is reported annually by BC Assessment. Local governments and other taxing authorities are responsible for property taxation and, after determining their own budget needs this spring, will calculate property tax rates based on the assessment roll for their jurisdiction.
- Our property assessments provide the foundation for local and provincial taxing authorities to raise nearly $12 billion in property taxes each year. This revenue funds the many community services provided by local governments around the province as well as the K-12 education system.
- BC Assessment's website provides a listing of property assessments and sales to help property owners understand their property's market value and provide comparable sales information. Go to bcassessment.ca (http://www.bcassessment.ca/) and try our Assessment Search tool.
- For more information on property assessments, real estate market trends, and lists of the province's top valued residential properties, please visit bcassessment.ca (http://www.bcassessment.ca/) and click on the Property Information & Trends (/property-information-trends) link.

Previously Received

Previously Received