



BYLAW NO. 274
2026 - 2030 FINANCIAL PLAN BYLAW
DISTRICT OF BARRIERE

**A bylaw of the District of Barriere Respecting the Financial Plan
for the years 2026 – 2030 inclusive.**

NOW THEREFORE the Council of the District of Barriere, in open meeting assembled, enacts as follows:

1. This bylaw may be cited as “**2026 - 2030 Financial Plan Bylaw No. 274**”.
2. Schedule “A” attached hereto and forming part of this bylaw is hereby adopted as the Statement of Objectives and Policies for the Five Year Financial Plan for the years 2026 to 2030.
3. Schedule “B” attached hereto and forming part of this bylaw is hereby adopted as the Financial Plan schedule of proposed funding sources, expenditures, and transfers between funds for the years 2026 to 2030.
4. This Bylaw repeals “*2026 – 2030 Financial Plan Bylaw No. 254*”.

Read a first, second and third time by the Municipal Council this **23rd** day of **February**, 2026.

Adopted this _____ day of _____, 2026.

Rob Kerlake, Mayor

Tasha Buchanan, Corporate Officer

Certified Correct:

Corporate Officer

**Schedule “A”
2026 - 2030 Financial Plan
Statement of Objectives and Policies**

In accordance with Section 165(3.1) of the *Community Charter*, the District of Barriere is required to include in the Five Year Financial Plan, objectives and policies regarding each of the following:

1. The proportion of total revenue that comes from each of the funding sources described in Section 165(7) of the *Community Charter*,
2. The distribution of property taxes among the property classes, and
3. The use of permissive tax exemptions.

Funding Sources

Table 1 shows the proportion of total revenue proposed to be raised from each funding source in 2026.

Table 1: Sources of Revenue

Revenue Source	Amount	% of Total Revenue
Property Value Taxes	\$ 1,428,772	15.94%
Parcel Taxes	\$ 0	0.00%
User Fees and Charges	\$ 1,100,668	12.28%
Other Sources	\$ 4,667,696	52.07%
Proceeds from Borrowing	\$ 150,000	1.67%
Development Cost Charges	\$ 0	0.00%
Reserve Funding	\$ 1,617,069	18.04%
TOTAL	\$ 8,964,205	100.0%

- “*Property Value Taxes*” forms the first portion of revenue. As a revenue source, property taxation offers a number of advantages. This source offers a stable and reliable source of revenue for services that are difficult or undesirable to fund on a user-pay basis. These include services such as general administration, fire protection, and bylaw enforcement.
- “*User Fees and Charges*” represent the second portion of revenue. This source also offers a stable and reliable source of revenue for services on a user-pay basis.
- “*Other Sources*” includes primarily government operating and capital grants, funding from accumulated surplus, and other revenues.
- “*Proceeds from Borrowing*” represents a modest amount of revenue to cover immediate needs instead of utilizing reserve funding.
- “*Reserve Funding*” represent funding from capital reserves. This source of funding consists primarily of transfers from reserve accounts for projects and/or District share of Grant Projects.

Many services can be measured and charged on a user-pay basis. Services where fees and charges can be easily administered include water and wastewater usage, building permits, business licenses, and solid waste services – these are charged on a user pay basis. User fees attempt to apportion the value of a service to those who use the service.

Objective

- Over the next five years, the District of Barriere will continue to review the proportion of revenue that is received from taxation and user fees and charges over the current levels, while ensuring that long-term needs for capital infrastructure are addressed
- The District will continue growing our revenue sources so that government grants are not the largest source of revenue.

Policies

- The District of Barriere reviews all taxation and user fee levels to ensure they are adequately meeting both the full asset life cycle costs and delivery costs of the service.
- Ensure that property tax increases remain as stable as possible over time, instead of large fluctuations, while utilizing a balance of inflation and construction price index to determine a reasonable taxation rate increase.
- Set taxes, fees and charges to achieve full cost recovery, where appropriate, for operating costs, and work towards full annual cost recovery for the capital program.
- Utility rates should be increased consistently over time to fund asset management needs-
- The District's Asset Management policies will be utilized to inform tax and rate adjustment decisions.
- As well, the District will actively encourage economic development and residential developments.
- Lastly, the District will encourage the use of alternate revenue streams instead of property taxes.

Distribution of Property Tax Rates

Table 2 outlines the proposed distribution of property taxes among the property classes. The residential property class provides the largest proportion of property tax revenue. This is appropriate as this class also forms the largest portion of the assessment base and consumes the majority of the District of Barriere services. Over time, the District will work to increase the industrial and business uses in the District to lessen the impact on residential properties.

Table 2: Distribution of Property Tax Rates

Property Class	Rate Multiple	% of Total Property Taxation	Dollar Value
Residential (1)	1.00	73.56%	\$1,019,762
Utilities (2)	14.57	3.90%	\$54,053
Social Housing (3)	1.00	0.00%	\$0
Major Industrial (4)	3.92	2.90%	\$40,250
Light Industrial (5)	3.51	2.96%	\$40,969
Business and Other (6)	2.45	16.56%	\$229,595
Managed Forest (7)	3.01	0.00%	\$0
Recreation/Non-Profit (8)	1.00	0.10%	\$1,435
Farmland (9)	1.00	0.02%	\$208
Total		100.00%	\$1,386,272

Objective

- To ensure property taxes and rates are sufficient for the District’s short and long-term needs.
- To ensure equity among property classes by reviewing the ratios of property class allocations annually

Policies

- The District will look at developing new revenue sources to offset the tax rate for all classes.
- Conduct periodic reviews of taxes paid by individual classes.
- Consider tax shifts or redistributions only where a full comprehensive analysis and impact is undertaken.
- Where a tax shift is required, consider a gradual phase-in to allow the properties in the class to adjust their budgets accordingly.
- In establishing property tax rates, take into consideration:
 - The amount of property taxes levied as compared to other municipalities.
 - The property class conversion ratio as compared to other municipalities.
 - The tax share borne by each property class.
 - The tax ratios of each property classification.

Tax Exemptions

Permissive Tax Exemptions

The District provides tax exemptions for non-profit societies in our community. Non-profit groups provide key services for our community.

Revitalization Tax Exemption

The District has developed two Revitalization Tax Exemption Bylaws that encourage development and revitalization in the community. The Downtown Core and the Yellowhead Corridor are the two areas that are named in the bylaws.

Objective

- Optimize the provision of charitable and not-for-profit services for the benefit of District residents.
- Provide property tax exemptions as permitted under the *Community Charter* in a consistent and fair manner.
- Restrict the provision of exemption to those providing an extension to District services and minimize the impact on District revenues.
- Utilize the revitalization tax exemption program as a means of encouraging commercial investment and increasing the availability of housing in the community.

Policies

- District residents must be primary beneficiaries of the organization's services, and the services provided must be accessible to all members of the public.
- In guiding and approving permissive tax exemptions, Council will take into consideration:
 - Not-for-profit occupiers of District property for the duration of their occupancy.
 - Land and improvements surrounding a statutorily exempt buildings for public worship.

2026 – 2030 Financial Plan Bylaw No. 274

**Schedule “B”
Five Year Financial Plan 2026-2030****

	2026	2027	2028	2029	2030
	Budget	Budget	Budget	Budget	Budget
Revenues					
Property Taxes	\$ 1,386,272	\$ 1,455,586	\$ 1,528,365	\$ 1,604,783	\$ 1,685,022
Parcel and Frontage Taxes	-	-	-	-	-
Grants in Lieu of Taxes	7,500	7,500	7,500	7,500	7,500
Percentage of Revenue Tax	35,000	35,000	35,000	35,000	35,000
Sales of Services and User Fees	1,100,668	1,155,702	1,213,487	1,274,161	1,337,869
Grants	4,607,917	2,171,055	631,125	631,125	631,125
Development Cost Charges	-	-	-	-	-
Other Revenues	59,779	59,779	59,779	59,779	59,779
Total Revenues	7,197,136	4,884,621	3,475,256	3,612,348	3,756,295
Expenses					
General Government	1,257,583	835,454	877,226	921,087	967,141
Protective Services	338,250	395,163	414,921	435,667	457,450
Transportation Services	503,540	528,718	555,154	582,911	612,057
Environmental & Health Services	237,288	249,152	261,610	274,691	288,426
Public Health Services	18,849	19,791	20,781	21,820	22,911
Planning and Development	14,000	14,700	15,435	16,207	17,017
Parks, Recreation and Cultural Services	427,839	449,231	471,693	495,278	520,042
Water Services	414,685	435,419	457,190	480,050	504,053
Wastewater Services	279,476	293,450	308,123	323,529	339,705
Amortization	664,741	745,898	788,826	860,944	909,239
Debt Interest	7,163	6,379	4,528	2,595	810
Total Expenses	4,163,414	3,973,355	4,175,487	4,414,779	4,638,851
Surplus (Deficit) for the year	\$ 3,033,722	\$ 911,266	\$ (700,231)	\$ (802,431)	\$ (882,556)
Adjusted for non-cash items					
Amortization	664,741	745,898	788,826	860,944	909,239
Total Cash from Operations	\$ 3,698,463	\$ 1,657,164	\$ 88,595	\$ 58,513	\$ 26,683
Adjusted for Cash Items					
Proceeds from Borrowing	150,000	-	-	-	-
Capital Expenditures	(5,070,000)	(2,432,500)	(2,264,000)	(2,479,000)	(1,350,000)
Debt Principal Repayments	(55,069)	(63,851)	(65,701)	(67,635)	(45,639)
Transfer from Land Sales Reserve	-	-	-	-	-
Transfer from Capital Reserves	1,617,069	560,100	-	-	-
Transfer to Capital Reserves	(320,697)	(167,899)	(167,899)	(167,899)	(167,899)
Transfer to/from Surplus	(19,766)	446,986	2,409,005	2,656,021	1,536,855
	(3,698,463)	(1,657,164)	(88,595)	(58,513)	(26,683)
Financial Plan Balance	-	-	-	-	-

**Supplementary Capital Reserve Schedule is attached as a reference for detailed funds transfers.

District of Barriere
REPORT TO COUNCIL
Request for Decision

Date: February 23, 2026	File: 530.20/Rpts
To: Council	From: Chief Administrative Officer
Re: 2026-2030 Financial Plan Bylaw No. 274 – 3 Readings	
Recommendation: THAT Council gives first three readings to the 2026-2030 Financial Plan Bylaw No. 274.	

Purpose

To give first three readings to the 2026-2030 Five Year Financial Plan Bylaw No. 274.

Background

Sections 165 and 166 of the Community Charter require a municipality to adopt a five-year financial plan annually, before the annual property tax bylaw is adopted, and to include public consultation as part of the financial planning process. Staff is recommending that the Financial Plan Bylaw being introduced as part of this report be adopted on or before March 30, 2026, at the same or earlier time as an amendment to the Fees and Charges Bylaw. The Tax Rates Bylaw would be presented for Council consideration late March or in April, with final adoption on or before the May 4 meeting. This will allow sufficient time to meet the regulatory deadline of May 14, 2026, for the adoption of the annual Tax Rates Bylaw.

On February 2, 2026, Council directed staff to implement the following strategies, ranked by priority, to achieve a balanced budget:

1. *Reduce Council's Legislative Operating budget by \$5,000 (strategic conference attendance limits)*
2. *Reduce the Roads Paving Capital Project by \$25,000*
3. *Include funding the \$150,000 for Roads Equipment from Debt/Loan, with all Loan principal payments coming from Reserves in 2026*
4. *Include \$70,000 Streetlighting Utility Billing revenue as Property Tax revenue with the same % of Tax Burden as in 2025*
5. *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*
6. *to meet inflationary and asset replacement pressures, consider:*
 - a. *increasing Water service fees by 7.5%*
 - b. *increasing Wastewater service fees by 5%*
 - c. *where applicable, increasing User Fees by 5%*
 - d. *increasing overall Property Tax revenue by up to 9%*

7. *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*
8. *Accept more day-to-day operational risk and reduce operational expenditures by up to \$40,000*
9. *as a last resort, consider balancing any shortfall within the 2026 Financial Plan with funding from surplus/reserves.*

Further, Council asked Staff to undertake the following 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*

Draft 2 – February 2, 2026

Draft 2 of the 2026 budget is included in this proposed bylaw and incorporates the above Council Strategies, with the following holistic financial outcomes:

1. \$25,000 decrease in capital expenses (Paving Program reduction)
2. \$55,345 decrease in operating expenses (Legislative Budget, Employer Contributions, Fleet and Equipment, Transportation, Fire Department, Debt principal payment)
3. \$120,830 positive variance to Reserves (Roads Equipment funded by Debt, reduced Paving Program, minor interest gains)
4. \$162,535 increased Operating Revenue:
 - a. \$10,309 increase in Use Fees revenues
 - b. \$28,000 increase in Water revenues
 - c. \$5,153 increase in Wastewater revenues
 - d. \$114,175 increase in General Taxation revenues
 - e. \$3,500 additional increase in Taxation revenue from Class 4 (Major Industry)
5. \$899 additional interest earned.

Additionally, since Draft 1 of the budget, which focuses primarily on articulating the day-to-day operating expenses without any specialty operational grant projects, these grant related projects were added to the Draft 2 version of budget, this resulted in additional Operating Expenses of \$461,912, and Operating Revenues of \$476,792, for a positive variance of \$14,880.

Public Budget Presentation and Subsequent Changes:

At the February 9, 2026, Special Meeting and Public Budget Presentation, Council reviewed the consolidated information, and potential rate impacts for the 2026 budget year. Council did not request any further changes, and as such Staff proceeded with the proposed values, prepared this Financial Plan Bylaw, and presented it to Council for consideration at today's meeting.

At the Special meeting, Council briefly discussed potential options to increase funding for the \$150,000 Roads Equipment if required. At this time, no changes were requested by Council as funding could be made available at a later time if needed.

A separate report regarding the Loan authorization for the Roads Equipment is on this agenda.

Members of the public inquired about grant funding opportunities to offset costs and were advised about the current challenges where most grants are only partially funded from others while the District is still required to contribute 20-30% of taxpayer funds. Council also advised that the federal and provincial funding opportunities have been significantly reduced in recent years.

The changes listed above produced the following updated consolidated summary view:

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

Summary

The Financial Plan is presented for first three readings and includes the discussed and requested changes by Council including Community Support amounts, Council Requests (Bandshell Washroom, Chamber Storage, Traffic Calming), and Council's Strategies to balance the budget.

Other Taxing Authority Revenue and Expenses are not listed in this Bylaw as they are not directly related to the District's 5-year Financial Plan. These transactions will occur separately and balance each other out.

Benefits or Impact

General

Adoption of a five-year financial plan is an annual requirement of the Community Charter. The 2026-2030 Financial Plan sets out the proposed funding sources, expenditures, and transfers to and from reserve funds for the current and additional four fiscal years.

Finances

The 2025 budget includes a 9% tax revenue increase, equal to \$114,174 above the Streetlighting changes. Preliminary calculations indicate that of the 949 taxable folios, 608 (64%) will see a reduction or minimal increase of less than \$100 in municipal taxes (with an average of \$48 increase). 21 of 73 (29%) of commercial properties will see a minimal increase of less than \$100 in municipal taxes in addition to the Streetlighting changes.

Once the Financial Plan is approved, Transfers from Reserves and Accumulated Surplus accounts would occur based on Schedule B of the Bylaw and the supplementary projects schedule.

Strategic Impact

Preparation of an annual budget and financial plan allows the District to ensure that adequate provision is made to meet its short and long-term operational and capital financial needs.

Objectives and Policies in the Bylaw have received minor updates to more accurately reflect current Council Strategies in relation to asset management guidelines and tax burden allocation for example. The changes are highlighted in yellow in the Bylaw.

Risk Assessment

Compliance: Community Charter

Risk Impact: The 2026-2030 Five Year Financial Plan must be adopted before the annual property tax bylaw, and on or prior to May 14, 2026. Staff is recommending that Council adopt this bylaw on or before March 30, 2026, alongside the Fees and Charges Bylaw. The Tax Rates Bylaw would be presented at the latest in April for introduction, to ensure the statutory deadlines are met.

Internal Control Process:

A public special budget meeting was held on February 9, 2026, in compliance with the public consultation requirement of Section 166 of the Community Charter.

Next Steps / Communication

If approved today, this bylaw will be presented at the March 9 or March 30, 2026, Regular Meeting for adoption.

Staff is continuing distribution of copies of the attached brochure to the public and various organizations in the community.

As directed by Council through the Strategic Plan, Staff is working on policy updates to Council's Community Giving initiatives. Until such policies are updated, Individual requests will be brought to Council as they are received for Council to determine funding on a case-by-case basis.

Attachments

1. Bylaw 274 – 2026-2030 Financial Plan - Draft
2. Supplementary Schedule of 2026 Capital Projects for Financial Plan Bylaw
3. 2026 – Budget Brochure – February 9, 2026
4. Visual Summary – February 9, 2026

Recommendation

THAT Council gives first three readings to the 2026-2030 Financial Plan Bylaw No. 274.

Alternative Options

1. Council could choose to request further changes to the financial plan. However, this may result in delays to its adoption, and delay other related bylaws such as the Fees and Charges Bylaw update and the Tax Rates Bylaw.

Prepared by: D. Drexler, Chief Administrative Officer

February 9, 2026
SPECIAL MEETING

2026 DRAFT BUDGET



GENERAL FUND

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	-
Total	2,804,512

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	-
Total	3,133,402



WATER FUND

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	-
Total	414,685

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



WASTEWATER FUND

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

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

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



CAPITAL EXPENDITURES

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
Total	5,070,000

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	-
Total	5,089,766

2026 DRAFT BUDGET - CONSOLIDATED

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

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	-

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	-
Total	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
Total	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	-
Total	5,070,000

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

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)
Total	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)
Total	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	-
Total	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
Total	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	-
Total	36,132,704

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

* after deducting 2025 carryforward projects