



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.

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**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
2026 CAPITAL PROJECTS WITH PROPOSED FUNDING SOURCES**

| CAPITAL EXPENDITURES - 2026 | | | FUNDED FROM | | | | | | | | | | | | | | | | |
|---|---------------|-----------|------------------|----------------|---------------|----------------|----------------|----------|---------------------------|---------------------|---------------------------|----------|------------------|----------------|----------|----------|--------|--|------|
| | | | RESERVES | | | | | | | | COMMUNITY WORKS / GAS TAX | | | | DCC | | GRANTS | | DEBT |
| 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 | 75,000 | 75,000 | | | | | | | | | | | | | | | | |
| 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 | | | 5,070,000 | 389,500 | 65,000 | 100,000 | - | - | - | 1,000,000 | 7,500 | - | 3,358,000 | 150,000 | - | - | | | |
| TOTAL CAPITAL EXPENDITURES | | | 5,070,000 | 389,500 | 65,000 | 100,000 | - | - | - | 1,000,000 | 7,500 | - | 3,358,000 | 150,000 | - | - | | | |