



Municipality of
Shelburne

Naturally Yours

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**SPECIAL SESSION OF THE 53rd COUNCIL
OF THE
MUNICIPALITY OF THE DISTRICT OF SHELBURNE
MUNICIPAL COUNCIL CHAMBERS | 414 WOODLAWN DRIVE
APRIL 15, 2026 | 6:00 PM
AGENDA**

	<u>TIME</u>	<u>PAGES</u>
1. <u>CALL TO ORDER</u>	6:00 pm	
2. <u>APPROVAL OF AGENDA</u>		
a. April 15, 2026		1
3. <u>FINANCE</u>		
a. 2026/2027 Budget* - Warren MacLeod, CAO		3-21
4. <u>ADJOURNMENT</u>		

**Municipality of the District of Shelburne
April 15, 2026 – Special Council Meeting
RECOMMENDED MOTIONS**

3(a) Tax Rates & Operating Budget Motion:

Be it resolved that the Council of the Municipality of the District of Shelburne approve a 2026-2027 residential tax rate of \$1.26 per \$100 of assessment, resource tax rate of \$1.26 per \$100 of assessment, and commercial tax rate of \$1.82 per \$100 of assessment.

Operating Budget Motion:

Be it resolved that Council of the Municipality of the District of Shelburne approve its 2026-2027 Operating Budget reflecting revenues of \$15,429,886 and expenditures of \$15,429,886. Of the \$15,429,886, \$4,983,119 represents non-capital projects that will be funded using \$1,133,832 from the Operating Reserve, \$704,987 from Canada Community Building Fund Reserve, \$2,100,277 from grants and \$1,044,023 from outside funding, all presented in the 2026-2027 Project Report attached.

Capital Projects Budget Motion:

Be it resolved that the Council of the Municipality of the District of Shelburne approve its 2026-2027 Capital Projects Budget reflecting expenditures of \$1,371,181 of which \$573,243 to be drawn down from the Capital Reserve until depleted to zero, with remainder to be drawn from Operating Reserves, \$797,938 from grants.

Interest Rate Budget Motion:

Be it resolved that Council of the Municipality of the District of Shelburne set the 2026 -2027 interest rate on all types of overdue accounts (tax, sewer, area rate, tipping, septage, and so forth) to be 10%.

Residential & Commercial Sewer Rate Motion:

Be it resolved that Council of the Municipality of the District of Shelburne set the 2026 -2027 residential and commercial sewer rates at \$285 per unit.

Septage Receiving Rate Motion:

Be it resolved that Council of the Municipality of the District of Shelburne set the 2026 -2027 septage receiving rate at \$0.045 (4.5 cents) per litre.

Health Care Reserve Motion:

Be it resolved that Council of the Municipality of the District of Shelburne allocate \$50,000 from the existing Operating Reserve to the Healthcare Reserve April 2026 for 2026-2027.

STAFF REPORT

TO: Council

FROM: Warren MacLeod (Chief Administrative Officer (CAO), Erin Hartley (DCAO) and Michelle Williams (Director of Finance)

DATE: 15th April 2026

RE: 2026-2027 Budget

BUDGET PROCESS:

Before discussing the 2026/27 budget itself, it is first helpful to residents to understand how the Municipality constructs its annual budget. The budget process utilizes a dynamic economic model that provides Council with the ability to adjust a range of key financial metrics to project the financial impacts 15 years into the future. This process is broken down into three stages:

1. The first stage is the review of the “**Operating Budget**”. It is comprised of general ledger accounts (GL’s) that are divided into seven directorates, which are in turn managed by the Deputy Chief Administrative Officer (DCAO), the Director of Finance, the Director of Operations, the Director of Economic & Community Development, the Director of Parks & Recreation and the Administrator of Protective Services. These GL’s are the expenses which are anticipated to be spent on an annual basis and are projected 15 years forward by the model utilizing an inflationary factor.
2. The second stage is the review of “**Projects**” that are capital and non- capital expenditures forecast for the next 15 years. These are either intermittent or one-off expenditures that are anticipated to be expended in future years.
3. The third stage is a review of the combined “**Future Impact**” of the Operating Budget and Projects on the future reserve account balances, reserve policy threshold and Financial Condition Indicators (FCI’s) as defined by the Provincial Government. During this phase, Councilors have the ability to adjust key financial metrics that include the inflation rate, tax assessment growth rate, tax rates etc.

The above process occurred over a number of public Council meetings that are summarized below:

February 26th, 2026:

An all-day public Council meeting within which Council reviewed all the GL's in the Operating Budget and all the proposed Projects (as identified in steps 1 & 2 above). The purpose of the meeting was not to make any decisions, but rather for Councilors to familiarize themselves with all the projected revenues and proposed expenditures and ask staff any questions to better understand the information presented. Residents were invited to provide budget feedback to the Municipality prior to the March 3rd, 2026 meeting. Public documents posted for this meeting included the Council Dashboard, Budget Details and the Project Details from the dynamic economic model.

March 3rd, 2026:

A half day meeting in which Council first heard public feedback from the previous meeting on February 26th, 2026, before tabling additional questions and proposed changes for discussion. Council provided staff with direction on adjustments to the Operating Budget and Projects that Council agreed upon. In addition, Council provided staff with direction on economic scenarios they wished staff to run for consideration at the next meeting on March 26th, 2026. The three scenarios are discussed below in the section dealing with economic models. Public documents posted for this meeting included the Council Dashboard, Budget Details and the Project Details from the dynamic economic model.

March 26th, 2026:

A morning meeting in which staff presented the three economic model scenarios requested by Council at the previous meeting on March 3rd, 2026. Council advised that scenario 2 was the most realistic scenario to base the final budget approval motions upon. It should also be noted that Scenario 2 was within the reserve policy thresholds that did not require adjustments to the previously agreed budget figures or tax rates. Residents were once again provided with direction to forward feedback to the Municipality prior to the April 1st, 2026 meeting. Public documents posted for this meeting included the Council Dashboard, Budget Details and the Project Details from the dynamic economic model.

April 1st, 2026:

A morning meeting in which Council heard resident feedback from the March 26th, 2026 meeting, provided direction to staff to transfer any remaining funds from the 2026/2027 budget to the Operating Reserve for future projects and to balance the budget. Council provided final direction to staff to prepare budget motions based on scenario 2 of the

economic model and Council provided feedback on the updated Appendix B document for future strategic plan reporting. For clarification purposes, Appendix B was compiled immediately following the adoption of the strategic plan late last year. The document was a list of possible action items for the various objectives in the strategic plan. A public meeting was held in late 2025 in which Council provided staff with direction on which possible action items to include in budget deliberations. Following the March 26th, 2026 meeting staff finalized the Appendix B document based on the agreed budget expenditures. Staff will use the Appendix B document as the basis upon which to provide future quarterly progress reports to Council. Public documents posted for this meeting included the Council Dashboard, Budget Details, Project Details from the dynamic economic model, and Appendix B of the Strategic Plan.

2026/27 OPERATING BUDGET:

The 2026/27 Budget begins with the carrying forward of a projected surplus from 2025/26 of approximately \$371,329. At this stage this amount is only an estimate but will be carried forward into the operating reserve once it is confirmed. The operating budget includes the day-to-day running of the Municipality as well as non-capital projects. For the purposes of clarity, a non-capital project budget expense is defined as an expense attributed to an asset owned by a third party or is a municipal expense that is either a one-off expense or an intermittent expense. For example, a contribution towards the repair or replacement of a bridge owned by DNR, or intermittent trails clearing & grading.

For the 2026/27 fiscal year, the operating budget, which includes non-capital projects, presented to Council for approval is \$15,429,886 funded by revenue from municipal taxes, income from own sources, reserves, grants and Provincial/Federal funding.

The Municipality's operating expenses fall into two distinct categories. First are provincially mandated and contractual obligations that are beyond Council's control, including expenses for Provincially mandated essential services like RCMP policing, Regional School Board contributions, Regional Library services, Public Prosecution, and DNA analysis. The contractual obligations that are also beyond Council's immediate control include obligations such as Municipal Waste & Recycling Collection, shared Fire Services with the Towns of Shelburne and Lockeport, insurance premiums, staff salaries, janitorial services, and other contracted commitments.

The second category comprises variable expenses that are largely within Council's control, which fluctuate annually based on operational decisions and include such expenses as vehicle operating costs, community events, legal fees, power consumption, telecommunications, and other discretionary expenditures. Like broader economic trends, operating expenses generally rise annually due to inflation.

2026/27 CAPITAL PROJECTS BUDGET:

For the 2026/27 fiscal year, the planned Capital Projects will total \$1,371,181 of which the Municipality will have to fund \$573,243 from the capital and operating reserves. The difference of \$797,938 will be funded by third party grants and contributions. The vast majority of these capital projects are related to the Department of Operations & Department of Economic Development and are expanded upon further below. For the purposes of clarity, a Capital Project budget item is defined as an expense attributed to an asset directly owned by the Municipality. For example, the purchase of a vehicle, the upgrading of a facility etc.

DIRECTORATE BUDGET SUMMARIES:

Deputy Chief Administrative Officer (DCAO):

\$333,964 - Total Operating Budget revenue

\$2,605,844- Total Operating Budget expense

\$0 – Total Human Resources revenue

\$2,439,523 – Total Human Resources expense

\$531,259– Total Project expense

Revenue:

- **\$190,374 – MDS Building Rentals**
- **\$51,000 – Miscellaneous Income**
- **\$6,200 – Fines – Dept. of Justice**
- **\$86,390 – Municipal Financial Capacity Grant**

Expenses - Administration:

- **\$2,605,844 – Administrative Expenses.** This portion of the budget deals with Operating Administration Costs including office expenses, IT, legal, contracts, Council and staff expenses, insurance, streetlighting, and private road maintenance, along with mandated payments including Public Prosecution, Regional Library and Regional School Board. Some items of note include:

- Streetlighting operating costs of \$187,677
- Contracted Administrative Services cost of \$105,835
- Administrative Insurance costs of \$127,187
- Regional School Board funding of \$1,771,325

Expenses - Human Resources:

- **\$1,221,567 - Unionized Employee costs.** This includes a 3.5% negotiated increase in the union agreement.
- **\$895,376 - Non-Unionized Employee costs.** This includes a 3.1% CPI increased as per policy.
- **\$182,783 - Council costs.** This includes a 3.1% CPI Increase.
- **\$139,797 - Contract and Casual Employee costs.**

Projects:

- **\$80,000 – Economic Development Officer and Training** (Funded by HAF2)
- **\$30,000 – ByLaw Enforcement/Public Works Supervisor** (Succession Planning)
- **\$10,000 – Union and Non-Union Agreement Negotiations**
- **\$25,000 - Streetlight Conversion Consultant**
- **\$40,000 – Municipal Engineering Services**
- **\$4,000 - IT Hardware (tablets)**
- **\$82,259 – Hearing Accessibility Upgrades** (Covered by grant funding)
- **\$105,000 – Amalgamation**
- **\$155,000 – Water Project**

Director of Finance:

\$8,926,790- Total operating budget revenue

\$1,236,272- Total operating budget expense

Revenues:

- **\$7,902,284;** Tax Revenues/Area Rates/Private Road Fees
- **\$504,550;** DEED Transfer
- **\$316,909;** Federal and Provincial Grant in Lieu & other grants
- **\$203,047;** Own source revenue such as tax sale, tax certificates, interest on bank accounts and overdue accounts

Expenses:

- **\$497,879;** Loan Payments
- **\$410,080;** Transfer to Operating & Special Reserves
- **\$159,785;** Property Valuation Services Corporation Contract
- **\$65,000;** Low Income Grant
- **\$103,528;** Allowance for Appeals/Valuation, Auditing Fees, Tax Sale Fees, Bank/Pension Fee

Director of Operations:

\$1,068,008 - Total operating budget revenue

\$1,691,316- Total operating budget expense

\$1,147,700- Total Project expense

Revenues:

- **\$1,068,008 – Revenue.** Anticipated to be similar to last fiscal.

Expenses:

- **\$267,114 - Public Works** budget has been updated to reflect increased insurance costs, general increases and service contracts.
- **\$63,450 - By Law Enforcement** has minor increases to reflect general increases in costs.
- **\$121,500 - Sewage Treatment** budget is similar to last year.
- **\$54,500 - Inspection Services** is slightly more than last year to reflect ongoing training of the Junior Building Official/Fire Official.
- **\$11,825 - Shared Services Administration** budget is similar to last year.
- **\$108,820 - Waste Diversion** budget has increased due to the need to purchase green bins and plans to clean up hazardous waste at HHW.
- **\$214,012 - C&D Operation** budget is overall similar to last fiscal with minor increases to reflect general operating increases.
- **\$839,095 - Solid Waste** budget has been changed to reflect the new Circular Materials Program-the Municipality no longer needs to pay tipping fees for recycling. This reduction is offset by increases in contract amounts for curbside collections and for the fee increases for residual and compost disposal at Region of Queens Facility.
- **\$11,000 - Wind Turbine** budget is slightly less as there are no planned repairs due to plans to explore decommissioning.

Projects:

- C&D projects for this year include:
 - **\$20,000** – Water Assessment and Recommendation for a Water Monitoring Plan necessary for NSECC permit compliance.
 - **\$142,500** - Site work and safety work.
 - **\$130,000** - C&D Site Container Purchase

- Waste projects for this year include:
 - **\$50,000** - Curbside Collection Study and RFP.
 - **\$18,000** – Sea Can Purchase Additional Storage PW/HHW.
 - **\$15,000** - HHW Site Improvements Including Sun/Wind Shade/Racks.

- Wind Turbine projects for this year include:
 - **N/A**

- Sewer projects for this year include:
 - **\$25,000** – Purchase Scada System.
 - **\$ 1,200** – Annual Fee for Scada System.
 - **\$225,000** - Completing construction of the polishing wetland.
 - **\$25,000** - Replacing a pump at the Venrez lift station.
 - **\$ 8,000** - Rebuild the back up pump for Venrez lift station.
 - **\$ 5,000** – STP Gas Detection Unit.
 - **\$10,000** – Portable Sampler for the Polishing Wetland.
 - **\$10,000** – Install a bathroom at the STP.
 - **\$ 5,000** – Install the existing pump at Venrez.
 - **\$40,000** – Conduct an aerators assessment and replacement.
 - **\$40,000** – Purchase new shredder/macerator.
 - **\$ 5,000** – Purchase and plant wetland plants in polishing wetland.

- Public Works projects for this year include:
 - **\$200,000** - Exploring and repairing drainage at 414 Woodlawn Drive (Administration Building).
 - **\$50,000** - Signage for the administration building.
 - **\$10,000** – Tractor Equipment purchases.
 - **\$ 8,000** – Small equipment purchases.
 - **\$ 5,000** – OHS Upgrades at PW Building.
 - **\$50,000** – Repair and Improvement Dog Kennels & Service.+
 - **\$50,000** – PW Well Installation or water service upgrade.

- Building Inspection Department projects include:
 - N/A
- By Law projects for this year include:
 - N/A

Director of Economic & Community Development:

\$41,955 - Total main operating budget revenue
\$478,344 – Total main operating budget expense
\$1,056,244 - Total Projects

Revenues:

- **\$38,955 - Event Revenue.** Town of Shelburne Contribution, Requested Provincial Support and Community Sponsorships.
- **\$3,000 – Planning Revenue.** Permits and Planning Applications.

Expenses:

- **\$15,000 - Planning General.** Planning Implementation.
- **\$31,376 - Tax Exemptions for Community Organizations.** Schedule A from the Municipality’s Tax Exemption Policy.
- **\$177,468 - Grants to Organizations.** Grants to Organizations General, Athlete, Youth and Sponsorship Applications, Sou’West Nova Transit, Curling Club Potential Support, Arena Operating Support, Barrington Ground Search & Rescue and Senior Safety.
- **\$8,000 – Website.** Municipal and Discover Shelburne Website Hosting and Maintenance.
- **\$49,500 - Community Development.** Tourism Marketing, Community Relations, Public Outreach, Webcams and Summer Assistant.
- **\$18,500 – Healthcare.** Recruitment and Retention Activities, Student Sponsorship and Hospitality.
- **\$110,000 – Events.** Spring Easter Event, Dock St. Days, NS Giant Pumpkin Regatta & Miracle on Dock St. Event.
- **\$68,500 - Economic Development.** Commercial Marketing Opportunities and Annual Software Subscriptions.

Projects

- **\$32,963 – Healthcare.** Office of Healthcare Professional Funding Activities. Although not accounted for in project total, Council has approved reallocating \$50,000 from existing operating reserves to the health care sub reserve for future spending.
- **\$205,000 – Grants.** Sandy Point Lighthouse Restoration Project, Affordable Housing Grant Program and Brighter Days Campaign Support.
- **\$97,600 – Economic Development.** Continuing work from 2025-2026 fiscal year to complete land readiness and archaeological work on municipally owned properties.
- **\$720,681 – Economic Development.** Tax Sale Property Tender, Brownfield Redevelopment, Industrial Park Lands Buy-back and West Green Harbour Property Survey.

Director of Recreation & Parks:

\$76,050 - Total main operating budget revenue

\$86,308 – Total main operating budget expense

\$3,410,347 - Total Projects

The Recreation & Parks Department budget supports recreation services, programs, and initiatives and the maintenance of our parks and trails. It includes expenses associated with operations, staffing, equipment and supplies for programs, and facilities maintenance. We will continue our approach to ensure a variety of recreation activities for various ages which will again be reflected in our popular summer programs.

Revenues:

- **\$76,050-** Includes Canada Summer Jobs grant, summer programs revenue, Community Use revenue and the MPAL Program revenue (to cover MPAL position salary, related expenses).

Expenses:

- **\$86,308-** Consists of Recreation Operational expenses (\$78,500) and MPAL Program expenses related to the MPAL position (\$7,808).

Projects:

Total Projects: \$3,410,347

- **Pad for mobi-chair shed at Welkum Park - \$2,000 (Operating Reserve)**
 A section at Welkum Park will be developed for a shed that will house a Mobi-Chair for public use. The Mobi-Chair will enable individuals with disabilities to safely participate in water activities.
- **Trail Maintenance - \$10,000 (\$7,000 Operating Reserve, \$3,000 Grant)**
 All our trails will be undergoing bush clearing and grading where needed to ensure they are properly maintained and several of the Interpretive Sites will be receive needed repairs.
- **Sandy Point Interpretive Site Upgrades - \$10,000 (Operating Reserve)**
 At Sandy Point the picnic shelter will be removed and replaced with an accessible picnic table and pathway that connects to the boardwalk.
- **Jordan River Bridge Rehabilitation - \$3,266,065 (\$527,987 Gas Tax, \$2,738,078 Grants)**
 The major project will be the rehabilitation of the Jordan River Trail Bridge, which, in addition to walkers and bikers, will be open to off highway vehicles, establishing a key connection in the local trail system. The RFP for the design-build has been awarded.
- **Jordan Youth Park Upgrades - \$23,000 (\$20,000 Gas Tax, \$3,000 Grant)**
 Plans for park maintenance and upgrades include resurfacing of the slide and swingset, installing a pathway that connects to all the park features, a new picnic area space with shade and a playbox with recreational equipment for public use.
- **Live Load Inspections Roseway River Trail Bridge, Tom Tigney Trail Bridge - \$55,000 (\$40,000 Operating Reserve, \$15,000 Grant)**
 Both trail bridges will be due for long term repairs so to determine their remaining life spans more accurately liveload inspections will be carried out on each bridge. This will help with decision making for future planning of the maintenance of the two bridges.
- **\$25,000 - Woodland Multi-Use Trail Association**
- **\$15,000 – Ohio Ball Field Upgrades Phase 3B**
- **\$4,282 MPAL - Funding from MPAL sub reserve to balance year end**

Administrator of Protective Services:

\$0 - Total operating budget revenue

\$1,909,160 - Total operating budget expense

\$208,750- Total Project expense

The Protective Services budget supports GLs associated with RCMP, employee occupational health and safety, and municipal/ shared fire services. This includes expenses of municipal fire department operations and shared fire service agreements, equipment and supplies, funds for training, and life safety equipment maintenance. This new focus on protective services and occupational health and safety allows the municipality to align with the provincial plan to modernize the fire service, provide resources to improve community safety and emergency preparedness, and contributes to a long-term plan with focus on workplace safety.

Revenues:

- **\$ 0**

Expenses:

- **\$ 1,909,160.00 Total Expenses**
- **OHS- \$ 15,000-** equipment and training courses for JOHS members and staff (*non-shared services employees*)
- **Fire department expenses** (all grants, hydrants, insurance)- **\$651,406**
- **RCMP- \$1,214,099-** cost from invoice & projected DNA expenses
- **REMO- \$28,855-** total cost of shared REMO expenses (*according to agreement*)

Projects:

- **\$150,000- Fire Services** - Training enhancement, PPE, fire service equipment, fire service analysis/needs assessment/life safety equipment maintenance
- **\$50,000-** Firefighter Level 1 Training Grant- Department of Emergency Management grant for Firefighter Level 1 training program fees. This will provide a full NFPA compliant training program for 20 firefighters
- **\$ 8,750 CRPP-** shared cost for Matching funds payment to support Clean Foundation's coordination of the Climate Ready Plans and Processes (CRPP) climate risk assessment for the Municipality of the District of Shelburne.

ECONOMIC MODEL PROJECTIONS:

As part of the annual budget process, Council reviews and approves the budget for the upcoming fiscal year, as well as projected operating budgets and capital projects for the next 15 years within its dynamic economic model.

The Municipality's long-range financial model is a dynamic planning tool designed to support multi-year budgeting and assess financial sustainability over a 15-year horizon. The model is built on a series of best-estimate assumptions, including key economic indicators such as the Consumer Price Index (CPI) and projected assessment growth across residential, commercial, and resource property classes. While these assumptions are informed by current data, historical trends, and professional judgment, they remain inherently subject to variability and external economic conditions.

With respect to expenditures, the model reflects a high degree of confidence in identified capital and operating (non-capital) projects in the near term, particularly within the first several years of the forecast period. Beyond this timeframe, the level of certainty necessarily diminishes, as future project needs, service demands, funding programs, and regulatory requirements cannot be fully anticipated over the longer term.

Accordingly, the model should be understood as a forward-looking planning framework rather than a precise prediction of future financial outcomes. Despite these limitations, it provides Council with a robust and credible assessment of the Municipality's financial trajectory, highlighting key pressures, risks, and capacity—particularly in the early and mid-term years—thereby supporting informed decision-making and long-term fiscal sustainability.

When Council is considering the full range of key budget inputs that inform the Municipality's long-range financial model, it does so within the framework of the adopted Reserve Policy, which establishes clear parameters for financial sustainability and risk management. The policy defines a minimum reserve threshold using a formula-based approach, whereby Operating and Capital Reserves are maintained at a level equal to the five-year rolling average of projected one-time and intermittent expenditures identified in the Municipality's financial model, with an additional 20% applied to account for contingency requirements.

This minimum balance serves as a fiscal safeguard and is intended to ensure that reserve levels are not drawn down below a level that would compromise the Municipality's ability to respond to unforeseen costs, support capital investment, or maintain service continuity. As such, any budget decisions that would result in reserves falling below this established threshold should be carefully evaluated in the context of long-term financial sustainability.

APPROVED ECONOMIC MODEL:

As part of the budget deliberations, Council reviewed three economic scenarios within the Municipality's long-range financial model. Each scenario incorporated varying assumptions related to Consumer Price Index (CPI), projected assessment growth across residential, commercial, and resource property classes, and tax rate stability. A summary of the scenarios is provided below.

Scenario 1 assumed a consistent and conservative approach, applying a 2% CPI adjustment to the operating budget and a 2% annual increase in assessment values across all property classes over the 15-year period, with no changes to tax rates.

Scenario 2 incorporated a more nuanced and data-informed approach to assessment growth. CPI was maintained at 2% annually. Residential and resource assessment growth was projected to moderate over time, with increases of 6% in 2027/2028, 5% in 2028/2029, 4% in 2029/2030, and 3% annually thereafter. Commercial assessment growth was held at a consistent 2% annually. These assumptions were informed by an analysis of historical assessment trends.

Scenario 3 reflected a more optimistic outlook, maintaining a 2% CPI assumption while applying a sustained 6% annual increase to residential and resource assessments over the full 15-year period, with commercial growth remaining at 2%.

In reviewing the scenarios, Council acknowledged the inherent uncertainty associated with forecasting long-term inflation and agreed that applying the Bank of Canada's (CPI) 2% target rate across the planning horizon represented a reasonable and prudent assumption.

The primary area of consideration centered on projected assessment growth. Based on historical data analysis and observed trends—including elevated assessment increases in recent years followed by signs of stabilization—Scenario 2 was chosen as the most realistic and defensible approach. This scenario reflects a gradual normalization of assessment growth following recent peaks, balancing optimism with prudence.

Council concurred that Scenario 3, while favourable from a revenue perspective, relied on sustained growth assumptions that were not considered reasonable over the long term. Accordingly, Scenario 2 was agreed upon as the basis for developing the 2026/2027 budget and the Municipality's long-range financial projections.

Under Scenario 2, projected reserve balances remain above the minimum thresholds established in the Municipality's Reserve Policy throughout the forecast period. This indicates that the approved economic model supports ongoing reserve adequacy, maintains financial flexibility, and aligns with Council's commitment to long-term fiscal sustainability. Under scenario 2, The reserve balances are as follows:

Operating Reserve: The operating reserve begins with a balance in 2026 of \$3,994,038 and declines to a low of \$2,437,721 in 2029 and then begins to steadily increase thereafter.

Capital Reserve: The capital reserve begins with a balance in 2026 of \$895,762 and then reduces to \$331,711 in 2027 and then zero thereafter.

Canada Community Building Fund Reserve (CCBF): The CCBF begins with a balance in 2026 of \$1,325,028 and declines to a low of \$906,915 in 2027 and then begins to steadily increase thereafter.

When compared to the reserve policy, the combined operating and capital reserve remain above the reserve policy threshold for the projected 15 years, but the “Reserve Difference per Policy” does reach a low of \$223,265 in 2029.

RECOMMENDATION:

Based on the assumptions used in this model—particularly inflation (CPI) and property assessment growth—the Municipality is expected to maintain reserve balances above the minimum levels required by policy over the long term. This suggests that the current financial plan is sustainable and supports overall financial stability.

However, it is important to note that reserve balances are projected to decline and reach their lowest point in 2029. As a result, that year may require more cautious spending and careful financial decision-making.

While reserves are expected to recover and grow after 2029, there is greater uncertainty in the later years of the forecast. Staff can reasonably predict financial needs over the next two to three years, but projections beyond that become less certain—particularly for future capital projects and unforeseen expenses.

In summary, while the long-term outlook is stable, maintaining this position will require ongoing financial discipline. Council and staff will need to continue making prudent decisions, especially during periods where reserves are under greater pressure.

MOTIONS FOR 2026-2027 BUDGET:

The motions below are based on the tax rates remaining the same for the fiscal 2026-2027 as per instructions from Council.

Tax Rates & Operating Budget Motions:

THAT the Council of the Municipality of the District of Shelburne approve a 2026-2027 residential tax rate of \$1.26 per \$100 of assessment, resource tax rate of \$1.26 per \$100

of assessment, and commercial tax rate of \$1.82 per \$100 of assessment.

Operating Budget Motions:

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That Council of the Municipality of the District of Shelburne set the 2026 -2027 residential and commercial sewer rates at \$285 per unit.

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That Council of the Municipality of the District of Shelburne set the 2026 -2027 septage receiving rate at \$0.045 (4.5 cents) per litre.

Health Care Reserve Motion:

That Council of the Municipality of the District of Shelburne allocate \$50,000 from the existing Operating Reserve to the Healthcare Reserve April 2026 for 2026-2027.

APPENDICES

2026-2027 Projects

Scenario 2 Summary

Scenario Two - Residential/Resource LIFT 6%/5%/4%/3%/3%/3%... Commercial Lift 2%
April 15, 2026

Operating fund	Forecast 2026	Budget 2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
Main operating revenue		10,446,767	10,977,970	11,414,600	11,801,800	12,110,522	12,436,783	12,772,282	13,101,500	13,456,300	13,821,300	14,196,400	14,581,700	14,977,700	15,384,900	15,803,600
Non-capital revenue (from reserves)		1,838,819	582,810	1,285,300	1,086,598	1,768,130	1,560,684	1,107,820	1,163,666	1,177,033	2,101,647	1,390,424	1,316,417	1,377,043	1,248,414	1,906,348
Non-capital revenue (from grants)		2,100,277	110,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-capital revenue (from other funding)		1,044,023	10,000	70,000	15,000	-	1,500,000	6,000	9,000	20,000	715,000	20,000	6,000	-	15,000	-
Capital revenue (from reserves)		573,243	1,252,626	400,118	50,000	-	70,000	104,251	-	-	588,914	210,033	-	-	-	-
Capital revenue (from grants)		797,938	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital revenue (from other funding)		-	-	203,000	-	-	-	-	-	-	471,912	-	-	-	-	-
Total revenue		16,801,067	12,933,406	13,373,018	12,953,398	13,878,652	15,567,467	13,990,353	14,274,166	14,653,333	17,698,773	15,816,857	15,904,117	16,354,743	16,648,314	17,709,948
Main operating expenses		10,446,767	10,236,894	10,407,522	10,441,501	10,609,180	10,799,300	10,993,720	11,171,540	11,373,360	11,578,880	11,642,700	11,861,700	12,084,400	12,103,900	12,344,100
Non-capital expenses		4,983,119	702,810	1,355,300	1,101,598	1,768,130	3,060,684	1,113,820	1,172,666	1,197,033	2,816,647	1,410,424	1,322,417	1,377,043	1,263,414	1,906,348
Capital expenses		1,371,181	1,252,626	603,118	50,000	-	70,000	104,251	-	-	1,060,826	210,033	-	-	-	-
Total expenses		16,801,067	12,192,330	12,365,940	11,593,099	12,377,310	13,929,984	12,211,791	12,344,206	12,570,393	15,456,353	13,263,157	13,184,117	13,461,443	13,367,314	14,250,448
Total available (deficit)	371,329	-	741,076	1,007,078	1,360,299	1,501,342	1,637,483	1,778,562	1,929,960	2,082,940	2,242,420	2,553,700	2,720,000	2,893,300	3,281,000	3,459,500
Reserves																
Operating reserve (stand-alone no sub-reserves)	3,994,038	3,440,934	2,906,439	2,437,721	2,858,034	2,797,007	3,522,991	4,360,673	5,425,660	6,674,528	7,107,156	8,521,057	10,347,447	12,336,100	14,901,140	17,041,263
Capital reserve	895,762	331,711	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Canada-Community Building Fund (CCBF)	1,325,028	906,915	1,132,166	1,282,993	1,848,319	2,107,013	1,865,254	2,100,428	2,341,480	2,331,480	1,785,916	1,691,903	1,681,903	1,671,903	1,661,903	1,651,903
Total	6,214,828	4,679,560	4,038,605	3,720,714	4,706,353	4,904,020	5,388,245	6,461,101	7,767,140	9,006,008	8,893,072	10,212,960	12,029,350	14,008,003	16,563,043	18,693,166
Policy																
Policy minimum of reserve - Capital projects		786,462	474,179	198,569	53,820	41,820	296,418	330,026	305,006	305,006	305,006	50,408	-	-	-	-
Policy minimum of reserve - Non-capital projects		2,378,630	1,917,245	2,015,888	1,972,056	1,994,960	2,246,604	1,850,542	1,900,605	1,949,655	1,965,587	1,747,115	1,760,767	1,818,722	1,901,857	2,287,618
Total available reserves - per policy		3,165,092	2,391,424	2,214,456	2,025,876	2,036,780	2,543,022	2,180,568	2,205,611	2,254,662	2,270,593	1,797,523	1,760,767	1,818,722	1,901,857	2,287,618
Reserve difference per policy		607,554	515,015	223,265	832,159	760,227	979,969	2,180,105	3,220,049	4,419,867	4,836,563	6,723,534	8,586,680	10,517,378	12,999,283	14,753,646
Breakout of the reserve balances																
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
Operating reserve	3,994,038	3,440,934	3,827,354	3,632,707	4,103,020	4,041,994	4,837,977	5,738,210	6,803,197	8,052,066	8,838,043	10,377,964	12,204,354	14,193,007	16,758,047	18,898,170
Required transfer to capital reserve	-	-	- 920,915	- 1,194,986	- 1,244,986	- 1,244,986	- 1,314,986	- 1,377,537	- 1,377,537	- 1,377,537	- 1,730,887	- 1,856,907	- 1,856,907	- 1,856,907	- 1,856,907	- 1,856,907
Available operating reserve	3,994,038	3,440,934	2,906,439	2,437,721	2,858,034	2,797,007	3,522,991	4,360,673	5,425,660	6,674,528	7,107,156	8,521,057	10,347,447	12,336,100	14,901,140	17,041,263
Capital reserve	895,762	331,711	- 920,915	- 1,194,986	- 1,244,986	- 1,244,986	- 1,314,986	- 1,377,537	- 1,377,537	- 1,377,537	- 1,730,887	- 1,856,907	- 1,856,907	- 1,856,907	- 1,856,907	- 1,856,907
Required transfer from operating reserve	-	-	920,915	1,194,986	1,244,986	1,244,986	1,314,986	1,377,537	1,377,537	1,377,537	1,730,887	1,856,907	1,856,907	1,856,907	1,856,907	1,856,907
Available capital reserve	895,762	331,711	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Canada-Community Building Fund (CCBF)	1,325,028	906,915	1,132,166	1,282,993	1,848,319	2,107,013	1,865,254	2,100,428	2,341,480	2,331,480	1,785,916	1,691,903	1,681,903	1,671,903	1,661,903	1,651,903
Total available reserves	6,214,828	4,679,560	4,038,605	3,720,714	4,706,353	4,904,020	5,388,245	6,461,101	7,767,140	9,006,008	8,893,072	10,212,960	12,029,350	14,008,003	16,563,043	18,693,166
Operating sub-reserves																
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
<i>Note: these amounts are not included operating reserve balance above</i>																
Healthcare	95,000	140,000	185,000	235,000	285,000	335,000	385,000	435,000	485,000	485,000	485,000	485,000	485,000	485,000	485,000	485,000
MPAL	4,282	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Dry Hydrant	24,959	24,959	24,959	24,959	24,959	24,959	24,959	24,959	24,959	24,959	24,959	24,959	24,959	24,959	24,959	24,959
Shared services	272,461	272,461	272,461	272,461	272,461	272,461	272,461	272,461	272,461	272,461	272,461	272,461	272,461	272,461	272,461	272,461
Comfort centre	18,516	18,516	18,516	18,516	18,516	18,516	18,516	18,516	18,516	18,516	18,516	18,516	18,516	18,516	18,516	18,516
Fire department - training	28,629	28,629	28,629	28,629	28,629	28,629	28,629	28,629	28,629	28,629	28,629	28,629	28,629	28,629	28,629	28,629
Fire department - capital funding	58,304	58,304	58,304	58,304	58,304	58,304	58,304	58,304	58,304	58,304	58,304	58,304	58,304	58,304	58,304	58,304
Economic development	177,550	79,950	79,950	79,950	79,950	79,950	79,950	79,950	79,950	79,950	79,950	79,950	79,950	79,950	79,950	79,950
Total available operating sub-reserves	679,701	622,819	667,819	717,819	767,819	817,819	867,819	917,819	967,819	967,819	967,819	967,819	967,819	967,819	967,819	967,819

Deferred grants	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
Sustainable Services Growth Fund	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Municipal Capital Growth Program	194,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sustainable Communities Challenge Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing Accelerator Fund	653,125	255,887	532,387	532,387	532,387	532,387	532,387	532,387	532,387	532,387	532,387	532,387	532,387	532,387	532,387	532,387
Efficiency 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Provincial Grant for Jordan Bridge	1,805,055	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LCC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SouWest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of Healthcare Professionals Retention Activitie	22,663	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Enabling Accessibility Funding ESDC	82,259	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total available deferred grants	2,757,302	255,887	532,387	532,387	532,387	532,387	532,387	532,387	532,387	532,387	532,387	532,387	532,387	532,387	532,387	532,387