

**THOMPSON-NICOLA REGIONAL DISTRICT**

**Finance Committee Meeting Agenda**

**Wednesday, June 24, 2026**

Time: 1:30 PM

Place: Board Room  
TNRD Civic Building  
465 Victoria St  
Kamloops, BC  
[Zoom Link](#)

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Page

**1. CALL TO ORDER**

**2. FIRST NATIONS LAND ACKNOWLEDGEMENT**

The TNRD acknowledges that we connect with many First Nation Communities across our vast regional district and today are located on the Tkemlúps te Secwépemc territory, situated within the unceded ancestral lands of the Secwépemc Nation. The TNRD appreciates the partnership that we have with Tkemlúps te Secwépemc, and respect the territory and land on which we gather today.

**3. ADDITIONS TO OR DELETIONS FROM THE AGENDA**

**4. MINUTES**

**4.1 March 5, 2026, Finance Committee Meeting Minutes 3 - 5**

[March 5, 2026 Minutes - Draft](#)

**RECOMMENDATION:**

**THAT, the minutes of the Finance Committee dated March 5, 2026, be adopted, as circulated.**

**5. REPORTS**

**5.1 1st Quarter Operating and Capital Variance to Budget 6 - 67**

Report from Manager of Finance, A. Potts, dated June 24, 2026.

The purpose of this report is to present the 1st Quarter budget to actual variance results to the Board as information.

[Committee Report](#)

**RECOMMENDATION:**

**For Information Only**

**5.2 Reserve Balances & Targets**

68 - 80

Report from Manager of Finance, A. Potts, dated June 24, 2026.

The purpose of this report is to provide an overview of where reserve balances are currently sitting, with respect to the targets set out in the reserve policy approved in 2025, and to discuss gaps in the existing reserve policy where best practices are not being considered.

[Committee Report](#)

**RECOMMENDATION:**

**For Committee Feedback.**

**5.3 Non-Operating Expense Reporting Discussion**

81

Discussion led by Manager of Finance, A. Potts.

[Supporting Information](#)

**6. NEW BUSINESS**

**7. ADJOURNMENT**

**THOMPSON - NICOLA REGIONAL DISTRICT**

**Finance Committee Meeting Minutes**

**THURSDAY, MARCH 5, 2026**

MINUTES of the Finance Committee Meeting of the THOMPSON-NICOLA REGIONAL DISTRICT held in the Twin Rivers Boardroom on Thursday, March 5, 2026 commencing at 10:00 AM.

**PRESENT:** Director M. Middleton (Chair) City of Kamloops  
Director D. Laird (Vice-Chair) Electoral Area "M" (Beautiful Nicola Valley-North)  
Director R. Kerslake District of Barriere  
Director K. Hall City of Kamloops  
Director R. O'Toole Sun Peaks Mountain Resort Municipality

**STAFF:** Mr. S. Hildebrand, Chief Administrative Officer  
Ms. M. Jeremiah, Corporate Officer  
Ms. K. Nickerson Wright, Deputy Corporate Officer  
Mr. A. Potts, Finance Manager  
Ms. A. Bennett Arrietta, GM of Corporate Services  
Ms. C. Dobell, Recording Secretary

**MEDIA:** None

**OTHERS:** 3 interested persons

Director Graham, Electoral Area "N" (Beautiful Nicola Valley – South)  
Director Haughton, Electoral Area "L" (Grasslands)  
Director Grenier, Electoral Area "J" (Copper Desert Country)

**1 CALL TO ORDER**

The Chair called the meeting to order at 10:00 AM and respectfully acknowledged the Tk'emlúps te Secwépemc Territory in which the meeting was held.

**2 ADDITIONS TO OR DELETIONS FROM THE AGENDA**

None.

**Moved by Chair Middleton  
Seconded by Director O'Toole**

**THAT, the Committee allow for non-appointed Board members to participate in Committee discussions related to the agenda.**

**CARRIED**

### **3 MINUTES**

#### **3.1 Finance Committee Meeting Minutes October 22, 2025**

**Moved by Director Kerlake  
Seconded by Director Hall**

**THAT, the minutes of the Finance Committee dated October 22, 2025 be adopted, as circulated.**

**CARRIED**

### **4 REPORTS**

#### **4.1 2026 Budget Update, Audit, Year End**

The Committee received a verbal update from Chief Administrative Officer, S. Hildebrand and Finance Manager, A. Potts, who provided updates on the completion of the 2026 year end audit, day-to-day operations, 2026 budget, financial team restructuring, financial system and human resources information system (HRIS) project, and the Hospital Board budget.

Director Grenier noted the desire for a departmental breakdown of reserves, specifically a comparison between internal transfers and actual expenses.

Director Laird noted concerns with privacy safeguards in new financial systems.

On question, Finance Manager, A. Potts noted that preparing content for a detailed analysis on departmental reserves would require additional time. However, the information requested could be provided at a future meeting. Mr. Potts assured members that the new financial systems will help streamline internal processes and ensured continued staff involvement will remain necessary. Any automated upkeep or additions to software will remain protected under existing data-protection standards. Mr. Potts also acknowledged a request to include Electoral Area identifiers on financial handouts to improve clarity.

Chief Administrative Officer S. Hildebrand assured the Committee that the year end audit has been completed with no discrepancies, issues or concerns. Mr. Hildebrand also noted the Hospital Board budget will be completed by month end.

### **5 NEW BUSINESS**

None.

**7 ADJOURNMENT**

The meeting was adjourned at 10:48 AM

Certified Correct:



**THOMPSON-NICOLA**  
REGIONAL DISTRICT  
The Region of BC's Best

**FINANCE**  
**FINANCE COMMITTEE**

**TO:** Chair and Board of Directors      **DATE:** June 24, 2026  
**FROM:** Chief Financial Officer  
**SUBJECT:** 1st Quarter Operating and Capital Variance to Budget

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**RECOMMENDATION:**

For information only.

Handwritten signature of Scott Hildebrand in black ink.

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Scott Hildebrand  
Interim Chief Financial Officer

Handwritten signature of a Corporate Officer in black ink.

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Approved for Board Consideration  
Corporate Officer

Prepared by: Austin Potts, Manager of Finance

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**PURPOSE**

To present the 1<sup>st</sup> Quarter budget to actual variance results to the Board as information.

**SUMMARY**

Attached is the Quarter 1 unaudited variance report for the capital and operating budgets. Overall, actual financial results are within expectations.

**BACKGROUND**

There is no current policy that requires quarterly presentation of financial results; however, staff will continue to bring forward quarterly results to the Board as time permits.

**DISCUSSION**

**Operating Budget – Utility Fund – Points of Note**

1. Due to the timing of utility billing, Quarter 1 revenues were not yet recorded at the time of these reports.
2. Internal transfers, such as admin fees and reserve contributions, were not yet posted as at the time of this report.

**Operating Budget – General Fund – Points of Note**

1. At the time these reports were pulled, not all taxation revenue was accrued – this is why the total taxation revenue line is showing a large variance. No actual variance is expected.
2. Internal transfers, such as admin fees and reserve contributions, were not yet posted as at the time of this report.

**Operating Budget – Overall**

Overall, the TNRD’s financial performance is on track, reflecting prudent fiscal management and disciplined spending. These results demonstrate controlled expenditures aligned with budgetary expectations and highlight effective resource allocation.

**Capital Budget**

Full execution of the capital plan continues to be a point of focus for departments. Several large scale projects are set to wrap up or come close this year, such as:

1. Monte Creek Firehall
2. ERP System Implementation
3. Pritchard Water Treatment Plant

Capital projects tend to ramp up in activity following Quarter 1 once the weather improves and construction can begin.

**ALIGNMENT TO THE 2023-2026 STRATEGIC PLAN:**

This report is consistent with the following Strategic Focus Area and Priorities set out in the Board’s Strategic Plan:

- **Responsible Governance & Service Excellence**
  - Transparency and accountability
  - Financial sustainability and fiscal responsibility
  - Capital/ asset management
  - Community engagement or consultation
  - Public reporting and access to information

**Attachments:**

1. General Operating - Summary
2. Utility Operating - Summary
3. Capital Summary



**THOMPSON-NICOLA**  
REGIONAL DISTRICT

**Thompson-Nicola Regional District  
General Fund  
Budget Variance Reporting  
For the Period Ended March 31, 2026**

**Thompson-Nicola Regional District  
Operating Budget by Summary Category  
For the Period Ended March 31, 2026**

Category	Summary Category	Year-to-Date	Annual Budget	Variance	% Remaining
Revenue	Deployment	-	(410,000)	(410,000)	100%
	Donations	(140)	(1,500)	(1,360)	91%
	Fees	(1,222,292)	(6,206,807)	(4,984,515)	80%
	Gain/Loss on Sale of Assets	(32,100)	(16,000)	16,100	0%
	Grants - Other	(6,099)	(403,482)	(397,383)	98%
	Grants - Provincial & Federal	(218,664)	(5,294,171)	(5,075,507)	96%
	Interest	(341,322)	(350,000)	(8,678)	2%
	Internal Transfer - Admin Fees Revenue	-	(1,460,982)	(1,460,982)	100%
	Internal Transfer - Community Works	-	(250,000)	(250,000)	100%
	Internal Transfer - Reserve	-	(1,897,652)	(1,897,652)	100%
	Internal Transfer - Surplus	-	(4,383,051)	(4,383,051)	100%
	MFA Debt	(2,489,981)	(9,209,385)	(6,719,404)	73%
	Misc. Revenue	(3,700)	(10,000)	(6,300)	63%
	Parcel Tax	-	(50,098)	(50,098)	100%
	Programming	(1,000)	(36,772)	(35,772)	97%
	Tax Bill 55	-	(6,889)	(6,889)	100%
	Tax Grants in Lieu	3,408	(129,000)	(132,408)	103%
	Taxation	383	(30,338,583)	(30,338,966)	100%
	<b>Revenue Total</b>		<b>(4,311,507)</b>	<b>(60,454,372)</b>	<b>(56,142,865)</b>
Expense	3rd Party Community Works	-	250,000	250,000	100%
	Advertising & Marketing	22,209	103,229	81,020	78%
	Audit	19,260	69,600	50,340	72%
	Bank Charges & Interest	7,944	76,133	68,189	90%
	Chemical Purchases	-	160,000	160,000	100%
	Communications	8,312	259,522	251,210	97%
	Contractors	6,153	1,906,550	1,900,397	100%
	Curbside Collection	75,042	464,910	389,868	84%
	Debenture	5,225	20,098	14,873	74%
	Deployment	-	410,000	410,000	100%
	Dues	49,652	145,832	96,180	66%
	Elections	400	95,000	94,600	100%
	EOC - Task	1,885	2,052,571	2,050,686	100%
	Equipment	40,162	194,974	154,812	79%
	Fees	200,270	400,850	200,580	50%
	Furniture & Equipment	5,018	93,405	88,387	95%
	Grants-in-Aid	72,898	1,524,346	1,451,448	95%
	Indemnities	215,837	1,228,602	1,012,765	82%
	Insurance	377,397	364,129	(13,268)	0%
	Internal Transfer - Admin Fees	-	1,425,669	1,425,669	100%
	Internal Transfer - Reserve	-	4,192,749	4,192,749	100%
	IT Expense	327,625	1,158,961	831,336	72%
	Janitorial	29,680	288,383	258,703	90%
	Landfill Expenses	374,035	2,110,238	1,736,203	82%
	Leases & Rentals	28,842	181,227	152,385	84%
	Legal	10,049	130,150	120,101	92%
Materials - Books	217,986	460,000	242,014	53%	

**Operating Budget by Summary Category  
For the Period Ended March 31, 2026**

Category	Summary Category	Year-to-Date	Annual Budget	Variance	% Remaining
Expense	MFA Debt	82,965	9,209,385	9,126,420	99%
	Premisis O/H	419,509	521,577	102,068	20%
	Programming	9,744	145,153	135,409	93%
	Referendum	-	75,000	75,000	100%
	Repairs & Maintenance	119,929	1,008,860	888,931	88%
	Scouting	7,223	210,000	202,777	97%
	Security	-	92,700	92,700	100%
	Staff Development	52,768	431,963	379,195	88%
	Supplies	33,619	221,603	187,984	85%
	Telephone	45,497	1,022,389	976,892	96%
	Training & Travel	115,924	646,124	530,200	82%
	Transfer Station Expenses	1,772,527	9,358,244	7,585,717	81%
	Unsightly Premises	-	5,000	5,000	100%
	Utilities	94,747	314,711	219,964	70%
	Vehicle	17,573	198,816	181,243	91%
Wages	4,079,519	17,225,736	13,146,217	76%	
<b>Expense Total</b>		<b>8,947,425</b>	<b>60,454,389</b>	<b>51,506,964</b>	<b>85%</b>
<b>Grand Total</b>		<b>4,635,918</b>	<b>17</b>	<b>(4,635,901)</b>	<b>0%</b>

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
Community & Emergency Services	Aquatic: Nicola Valley	Revenue	Internal Transfer - Surplus	-	-	-	
			Taxation	-	(181,156)	(181,156)	
		Expense	Grants-in-Aid	-	175,879	175,879	
			Internal Transfer - Admin Fees	-	5,276	5,276	
	<b>Aquatic: Nicola Valley Total</b>				<b>-</b>	<b>(1)</b>	<b>(1)</b>
	Cemetery: Area A	Revenue	Taxation	-	(5,305)	(5,305)	
		Expense	Grants-in-Aid	-	5,150	5,150	
			Internal Transfer - Admin Fees	-	155	155	
	<b>Cemetery: Area A Total</b>				<b>-</b>	<b>-</b>	<b>-</b>
	Cemetery: Area B	Revenue	Fees	(1,020)	(2,000)	(980)	
			Internal Transfer - Surplus	-	(4,041)	(4,041)	
			Taxation	-	(21,183)	(21,183)	
		Expense	Insurance	416	481	65	
			Internal Transfer - Admin Fees	-	442	442	
			Internal Transfer - Reserve	-	8,000	8,000	
			Repairs & Maintenance	-	18,300	18,300	
	<b>Cemetery: Area B Total</b>				<b>(604)</b>	<b>(1)</b>	<b>603</b>
	Cemetery: Areas O & P	Revenue	Internal Transfer - Surplus	-	(2,969)	(2,969)	
			Tax Bill 55	-	(259)	(259)	
			Taxation	-	(6,516)	(6,516)	
		Expense	Grants-in-Aid	-	8,250	8,250	
			Insurance	416	778	362	
			Internal Transfer - Admin Fees	-	215	215	
		Internal Transfer - Reserve	-	500	500		
	<b>Cemetery: Areas O &amp; P Total</b>				<b>416</b>	<b>(1)</b>	<b>(417)</b>
	Cemetery: Chase L & P	Revenue	Internal Transfer - Surplus	-	-	-	
			Tax Bill 55	-	(56)	(56)	
			Taxation	(2,000)	(7,654)	(5,654)	
		Expense	Grants-in-Aid	-	7,485	7,485	
			Internal Transfer - Admin Fees	-	225	225	
	<b>Cemetery: Chase L &amp; P Total</b>				<b>(2,000)</b>	<b>-</b>	<b>2,000</b>
	Cemetery: Clinton & E	Revenue	Internal Transfer - Surplus	-	-	-	
		Taxation	(1,069)	(11,140)	(10,071)		
Expense		Grants-in-Aid	-	10,815	10,815		
		Internal Transfer - Admin Fees	-	324	324		

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance
Community & Emergency Services	<b>Cemetery: Clinton &amp; E Total</b>			<b>(1,069)</b>	<b>(1)</b>	<b>1,068</b>
	Community Halls: Area B	Revenue	Internal Transfer - Surplus	-	(4,252)	(4,252)
			Taxation	-	(40,200)	(40,200)
		Expense	Grants-in-Aid	1,307	28,850	27,543
			Insurance	416	2,730	2,314
			Internal Transfer - Admin Fees	-	1,171	1,171
			Janitorial	-	9,000	9,000
			Utilities	1,506	2,700	1,194
	<b>Community Halls: Area B Total</b>			<b>3,229</b>	<b>(1)</b>	<b>(3,230)</b>
	Community Halls: Blackpool	Revenue	Internal Transfer - Surplus	-	-	-
			Taxation	-	(10,301)	(10,301)
		Expense	Grants-in-Aid	-	10,000	10,000
			Internal Transfer - Admin Fees	-	300	300
	<b>Community Halls: Blackpool Total</b>			<b>-</b>	<b>(1)</b>	<b>(1)</b>
	Community Halls: Little Fort	Revenue	Internal Transfer - Surplus	-	(14,893)	(14,893)
			Taxation	-	(45,717)	(45,717)
		Expense	Grants-in-Aid	-	16,000	16,000
			Insurance	458	3,562	3,104
			Internal Transfer - Admin Fees	-	1,178	1,178
			Internal Transfer - Reserve	-	10,000	10,000
			Repairs & Maintenance	3,135	22,000	18,865
			Telephone	18	120	102
			Training & Travel	-	500	500
			Utilities	1,678	7,252	5,574
		<b>Community Halls: Little Fort Total</b>			<b>5,289</b>	<b>2</b>
	Community Halls: Pritchard	Revenue	Taxation	-	(26,523)	(26,523)
		Expense	Grants-in-Aid	-	25,750	25,750
			Internal Transfer - Admin Fees	-	773	773
	<b>Community Halls: Pritchard Total</b>			<b>-</b>	<b>-</b>	<b>-</b>
	Community Halls: Savona	Revenue	Taxation	-	(31,827)	(31,827)
		Expense	Grants-in-Aid	-	30,900	30,900
			Internal Transfer - Admin Fees	-	927	927
	<b>Community Halls: Savona Total</b>			<b>-</b>	<b>-</b>	<b>-</b>
Community Halls: Upper Clearwater	Revenue	Taxation	-	(5,146)	(5,146)	
	Expense	Grants-in-Aid	-	4,996	4,996	

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
Community & Emergency Services	Community Halls: Upper Clearwater	Expense	Internal Transfer - Admin Fees	-	150	150	
	<b>Community Halls: Upper Clearwater Total</b>			-	-	-	
	Community Halls: Vavenby	Revenue	Fees	(130)	(200)	(70)	
			Internal Transfer - Surplus	-	(16,930)	(16,930)	
			Taxation	(4,906)	(38,258)	(33,352)	
		Expense	Insurance	458	2,490	2,032	
			Internal Transfer - Admin Fees	-	494	494	
			Internal Transfer - Reserve	-	21,500	21,500	
			Janitorial	1,330	9,600	8,270	
			Repairs & Maintenance	2,273	9,905	7,632	
			Utilities	2,440	11,400	8,960	
		<b>Community Halls: Vavenby Total</b>			<b>1,465</b>	<b>1</b>	<b>(1,464)</b>
		Community Parks: Areas O & P	Revenue	Internal Transfer - Surplus	-	798	798
				Tax Bill 55	-	(133)	(133)
				Taxation	-	(15,193)	(15,193)
			Expense	Grants-in-Aid	20	-	(20)
				Insurance	416	1,082	666
				Internal Transfer - Admin Fees	-	446	446
				Repairs & Maintenance	122	13,000	12,878
		<b>Community Parks: Areas O &amp; P Total</b>			<b>558</b>	<b>-</b>	<b>(558)</b>
		Community Parks: Area A	Revenue	Internal Transfer - Surplus	-	(12,195)	(12,195)
				Taxation	-	(63,327)	(63,327)
			Expense	Insurance	416	1,591	1,175
				Internal Transfer - Admin Fees	-	796	796
				Internal Transfer - Reserve	-	36,000	36,000
				Repairs & Maintenance	184	33,250	33,066
				Utilities	218	3,885	3,667
		<b>Community Parks: Area A Total</b>			<b>818</b>	<b>-</b>	<b>(818)</b>
		Community Parks: Area B	Revenue	Fees	-	(625)	(625)
				Grants - Provincial & Federal	-	(6,186)	(6,186)
				Internal Transfer - Reserve	-	(30,000)	(30,000)
				Internal Transfer - Surplus	-	(23,446)	(23,446)
				Taxation	-	(140,585)	(140,585)
		Expense	Grants-in-Aid	-	52,180	52,180	
			Insurance	416	879	463	

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance
Community & Emergency Services	Community Parks: Area B	Expense	Internal Transfer - Admin Fees	-	4,584	4,584
			Internal Transfer - Reserve	-	20,000	20,000
			Repairs & Maintenance	-	102,000	102,000
			Utilities	1,141	21,198	20,057
		<b>Community Parks: Area B Total</b>		<b>1,557</b>	<b>(1)</b>	<b>(1,558)</b>
	Community Parks: Area J	Revenue	Internal Transfer - Surplus	-	(5,562)	(5,562)
			Taxation	-	(16,838)	(16,838)
		Expense	Grants-in-Aid	-	10,300	10,300
			Internal Transfer - Admin Fees	-	600	600
			Internal Transfer - Reserve	-	5,000	5,000
			Repairs & Maintenance	-	6,500	6,500
		<b>Community Parks: Area J Total</b>		<b>-</b>	<b>-</b>	<b>-</b>
	Community Parks: Area L	Revenue	Internal Transfer - Surplus	-	(1,224)	(1,224)
			Taxation	-	(22,294)	(22,294)
		Expense	Internal Transfer - Admin Fees	-	613	613
			Repairs & Maintenance	330	22,905	22,575
		<b>Community Parks: Area L Total</b>		<b>330</b>	<b>-</b>	<b>(330)</b>
	Community Parks: Area M	Revenue	Internal Transfer - Surplus	-	240	240
			Taxation	-	(19,885)	(19,885)
		Expense	Insurance	250	744	494
			Internal Transfer - Admin Fees	-	500	500
			Repairs & Maintenance	10	18,000	17,990
			Utilities	122	400	278
		<b>Community Parks: Area M Total</b>		<b>382</b>	<b>(1)</b>	<b>(383)</b>
	Community Parks: Area N	Revenue	Internal Transfer - Surplus	-	223	223
			Taxation	-	(13,085)	(13,085)
		Expense	Insurance	167	318	151
			Internal Transfer - Admin Fees	-	325	325
			Repairs & Maintenance	6	12,000	11,994
			Utilities	-	220	220
	<b>Community Parks: Area N Total</b>		<b>173</b>	<b>1</b>	<b>(172)</b>	
Crime Stoppers Program	Revenue	Internal Transfer - Surplus	-	-	-	
		Taxation	(7,939)	(20,601)	(12,662)	
	Expense	Grants-in-Aid	-	20,000	20,000	
	Internal Transfer - Admin Fees	-	600	600		

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
Community & Emergency Services	<b>Crime Stoppers Program Total</b>			<b>(7,939)</b>	<b>(1)</b>	<b>7,938</b>	
	Critical Streetlighting:E/A except B & E	Revenue	Internal Transfer - Surplus	-	(9,850)	(9,850)	
			Taxation		-	(8,033)	(8,033)
		Expense	Internal Transfer - Admin Fees		-	234	234
			Utilities		11,587	17,649	6,062
	<b>Critical Streetlighting:E/A except B &amp; E Total</b>			<b>11,587</b>	<b>-</b>	<b>(11,587)</b>	
	Dangerous Dog	Revenue	Internal Transfer - Reserve		-	(17,000)	(17,000)
			Internal Transfer - Surplus		-	(16,303)	(16,303)
			Taxation		-	(50,861)	(50,861)
		Expense	Advertising & Marketing		-	250	250
			Contractors		-	5,000	5,000
			Dues		-	600	600
			Internal Transfer - Admin Fees		-	3,149	3,149
			Internal Transfer - Reserve		-	1,725	1,725
			IT Expense		55	475	420
			Staff Development		393	750	357
			Supplies		2	500	498
			Telephone		48	300	252
			Training & Travel		581	3,000	2,419
			Vehicle		543	9,000	8,457
			Wages		15,278	59,415	44,137
		<b>Dangerous Dog Total</b>			<b>16,900</b>	<b>-</b>	<b>(16,900)</b>
	Econ Development & Tourism Promo Area I	Revenue	Taxation		-	(9,116)	(9,116)
		Expense	Grants-in-Aid		-	8,850	8,850
			Internal Transfer - Admin Fees		-	266	266
	<b>Econ Development &amp; Tourism Promo Area I Total</b>			<b>-</b>	<b>-</b>	<b>-</b>	
	Econ Development & Tourism Promo Area A	Revenue	Internal Transfer - Surplus		-	(3,577)	(3,577)
			Taxation		-	(20,620)	(20,620)
		Expense	Advertising & Marketing		-	400	400
			Dues		-	105	105
			Grants-in-Aid		-	3,000	3,000
			Insurance		416	382	(34)
		Internal Transfer - Admin Fees		-	455	455	
		Internal Transfer - Reserve		-	5,000	5,000	
	Programming		-	10,000	10,000		

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
Community & Emergency Services	Econ Development & Tourism Promo Area A	Expense	Repairs & Maintenance	-	2,500	2,500	
			Supplies	-	200	200	
			Training & Travel	-	1,080	1,080	
			Vehicle	-	1,075	1,075	
		<b>Econ Development &amp; Tourism Promo Area A Total</b>			<b>416</b>	<b>-</b>	<b>(416)</b>
	Econ Development & Tourism Promo Area B	Revenue	Internal Transfer - Surplus	-	(12,379)	(12,379)	
			Taxation	-	(43,738)	(43,738)	
		Expense	Insurance	876	804	(72)	
			Internal Transfer - Admin Fees	-	313	313	
			Internal Transfer - Reserve	-	33,000	33,000	
			Programming	2,010	21,700	19,690	
			Supplies	-	300	300	
		<b>Econ Development &amp; Tourism Promo Area B Total</b>			<b>2,886</b>	<b>-</b>	<b>(2,886)</b>
	Emergency Preparedness	Revenue	Grants - Other	-	(204,882)	(204,882)	
			Grants - Provincial & Federal	26,900	(2,000,000)	(2,026,900)	
			Internal Transfer - Surplus	-	(56,291)	(56,291)	
			Taxation	(69,017)	(378,155)	(309,138)	
		Expense	Advertising & Marketing	-	1,500	1,500	
			Bank Charges & Interest	-	75	75	
			Contractors	13,133	162,311	149,178	
			EOC - Task	1,885	2,052,571	2,050,686	
			Furniture & Equipment	-	4,000	4,000	
			Insurance	850	8,080	7,230	
			Internal Transfer - Admin Fees	-	16,161	16,161	
			Internal Transfer - Reserve	-	28,160	28,160	
			IT Expense	1,073	10,750	9,677	
			Staff Development	-	3,500	3,500	
			Supplies	650	4,850	4,200	
			Telephone	1,467	10,000	8,533	
			Training & Travel	5,657	41,547	35,890	
			Vehicle	31	8,000	7,969	
			Wages	74,490	287,823	213,333	
			<b>Emergency Preparedness Total</b>			<b>57,119</b>	<b>-</b>
Mosquito Control: Area A	Revenue	Internal Transfer - Reserve	-	(12,000)	(12,000)		
		Internal Transfer - Surplus	-	(37,484)	(37,484)		

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
Community & Emergency Services	Mosquito Control: Area A	Revenue	Taxation	(90,762)	(170,623)	(79,861)	
		Expense	Bank Charges & Interest	4	5	1	
			Chemical Purchases	-	40,000	40,000	
			Contractors	-	105,224	105,224	
			Dues	1	10	9	
			Furniture & Equipment	-	200	200	
			Insurance	627	910	283	
			Internal Transfer - Admin Fees	-	6,296	6,296	
			Internal Transfer - Reserve	-	50,402	50,402	
			IT Expense	61	120	59	
			Premisis O/H	779	2,100	1,321	
			Staff Development	81	250	169	
			Supplies	7	180	173	
			Telephone	13	80	67	
	Training & Travel	162	450	288			
	Vehicle	3	125	122			
	Wages	3,413	13,755	10,342			
	<b>Mosquito Control: Area A Total</b>				<b>(85,611)</b>	<b>-</b>	<b>85,611</b>
	Mosquito Control: South	Revenue	Internal Transfer - Surplus	-	(74,840)	(74,840)	
			Taxation	(150,657)	(169,754)	(19,097)	
		Expense	Bank Charges & Interest	4	-	(4)	
			Chemical Purchases	-	60,000	60,000	
			Contractors	-	123,664	123,664	
			Dues	1	5	4	
			Furniture & Equipment	-	200	200	
			Insurance	916	1,175	259	
			Internal Transfer - Admin Fees	-	6,369	6,369	
			Internal Transfer - Reserve	-	36,000	36,000	
			IT Expense	61	120	59	
			Premisis O/H	779	2,100	1,321	
			Staff Development	81	250	169	
			Supplies	7	180	173	
			Telephone	13	75	62	
Training & Travel			162	450	288		
Vehicle			3	250	247		

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
Community & Emergency Services	Mosquito Control: South	Expense	Wages	3,413	13,755	10,342	
	<b>Mosquito Control: South Total</b>			<b>(145,217)</b>	<b>(1)</b>	<b>145,216</b>	
	Mosquito Control: Nicola Valley (M&N)	Revenue	Internal Transfer - Surplus	-	(35,150)	(35,150)	
			Taxation	-	(104,558)	(104,558)	
		Expense	Bank Charges & Interest	4	10	6	
			Chemical Purchases	-	30,000	30,000	
			Contractors	-	77,000	77,000	
			Dues	1	5	4	
			Furniture & Equipment	-	200	200	
			Insurance	490	785	295	
			Internal Transfer - Admin Fees	-	4,503	4,503	
			Internal Transfer - Reserve	-	10,000	10,000	
			IT Expense	61	120	59	
			Premisis O/H	779	2,100	1,321	
			Staff Development	81	250	169	
			Supplies	7	180	173	
			Telephone	13	100	87	
			Training & Travel	162	450	288	
			Vehicle	3	250	247	
			Wages	3,413	13,755	10,342	
		<b>Mosquito Control: Nicola Valley (M&amp;N) Total</b>			<b>5,014</b>	<b>-</b>	<b>(5,014)</b>
		Mosquito Control: North (O & P)	Revenue	Internal Transfer - Surplus	-	(35,911)	(35,911)
				Tax Bill 55	-	(1,212)	(1,212)
				Taxation	(36,714)	(147,558)	(110,844)
			Expense	Bank Charges & Interest	4	6	2
				Chemical Purchases	-	30,000	30,000
				Contractors	-	97,000	97,000
				Dues	1	5	4
				Furniture & Equipment	-	200	200
				Insurance	529	815	286
				Internal Transfer - Admin Fees	-	5,465	5,465
				Internal Transfer - Reserve	-	34,000	34,000
				IT Expense	61	120	59
				Premisis O/H	779	2,100	1,321
				Staff Development	81	250	169

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance		
Community & Emergency Services	Mosquito Control: North (O & P)	Expense	Supplies	7	180	173		
			Telephone	13	85	72		
			Training & Travel	162	450	288		
			Vehicle	3	250	247		
			Wages	3,413	13,755	10,342		
		<b>Mosquito Control: North (O &amp; P) Total</b>			<b>(31,661)</b>	<b>-</b>	<b>31,661</b>	
	North Thompson Sportsplex	Revenue	Internal Transfer - Surplus		-	-	-	
			Taxation		-	(199,220)	(199,220)	
		Expense	Grants-in-Aid		-	193,417	193,417	
			Internal Transfer - Admin Fees		-	5,803	5,803	
		<b>North Thompson Sportsplex Total</b>			<b>-</b>	<b>-</b>	<b>-</b>	
	Noxious Weed Control	Revenue	Internal Transfer - Surplus		-	(500)	(500)	
			Taxation		(49,960)	(399,679)	(349,719)	
		Expense	Bank Charges & Interest		60	-	(60)	
			Communications		-	98,000	98,000	
			Contractors		-	125,000	125,000	
			Dues		13	1,200	1,187	
			Equipment		2,593	4,000	1,407	
			Furniture & Equipment		-	200	200	
			Insurance		1,635	2,800	1,165	
			Internal Transfer - Admin Fees		-	18,976	18,976	
			Internal Transfer - Reserve		-	1,183	1,183	
			IT Expense		933	3,050	2,117	
			Premises O/H		1,559	4,200	2,641	
			Staff Development		1,296	3,000	1,704	
			Supplies		99	875	776	
			Telephone		114	550	436	
			Training & Travel		2,599	6,700	4,101	
			Vehicle		30	4,500	4,470	
			Wages		30,026	125,945	95,919	
			<b>Noxious Weed Control Total</b>			<b>(9,003)</b>	<b>-</b>	<b>9,003</b>
		Noxious Weed: Highway Operations	Revenue	Grants - Other		-	(20,000)	(20,000)
				Grants - Provincial & Federal		(137,000)	(253,000)	(116,000)
			Internal Transfer - Surplus		-	3,592	3,592	
	Expense		Contractors		-	197,975	197,975	

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance			
Community & Emergency Services	Noxious Weed: Highway Operations	Expense	Internal Transfer - Admin Fees	-	7,951	7,951			
			IT Expense	11	60	49			
			Supplies	1	5	4			
			Telephone	58	330	272			
			Training & Travel	7	-	(7)			
			Utilities	-	7,500	7,500			
			Vehicle	15	2,219	2,204			
			Wages	12,324	53,367	41,043			
		<b>Noxious Weed: Highway Operations Total</b>			<b>(124,584)</b>	<b>(1)</b>	<b>124,583</b>		
	Noxious Weed: TNIPMC	Revenue		Grants - Other	(5,000)	(5,000)	-		
				Grants - Provincial & Federal	(30,000)	(65,000)	(35,000)		
				Internal Transfer - Surplus	-	(14,979)	(14,979)		
		Expense		Communications	1,351	49,035	47,684		
				Internal Transfer - Admin Fees	-	3,333	3,333		
				IT Expense	11	60	49		
				Programming	67	150	83		
				Supplies	1	5	4		
				Telephone	58	300	242		
				Training & Travel	7	-	(7)		
				Vehicle	14	1,250	1,236		
				Wages	6,282	30,845	24,563		
				<b>Noxious Weed: TNIPMC Total</b>			<b>(27,209)</b>	<b>(1)</b>	<b>27,208</b>
			Recreation: Area A	Revenue		Internal Transfer - Reserve	-	(22,588)	(22,588)
						Internal Transfer - Surplus	-	(2,757)	(2,757)
		Taxation			-	6,352	6,352		
	Expense			Grants-in-Aid	3,200	13,500	10,300		
				Internal Transfer - Admin Fees	-	473	473		
				Wages	1,124	5,020	3,896		
		<b>Recreation: Area A Total</b>			<b>4,324</b>	<b>-</b>	<b>(4,324)</b>		
	Recreation: Area B	Revenue		Internal Transfer - Reserve	-	(25,717)	(25,717)		
				Internal Transfer - Surplus	-	(2,606)	(2,606)		
				Taxation	-	9,325	9,325		
		Expense		Grants-in-Aid	-	13,500	13,500		
			Internal Transfer - Admin Fees	-	477	477			
			Wages	1,124	5,020	3,896			

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance
Community & Emergency Services	<b>Recreation: Area B Total</b>			<b>1,124</b>	<b>(1)</b>	<b>(1,125)</b>
	Recreation: Area E	Revenue	Grants - Provincial & Federal	-	(4,000)	(4,000)
			Internal Transfer - Reserve	-	(69,233)	(69,233)
			Internal Transfer - Surplus	-	(10,876)	(10,876)
			Taxation	-	59,952	59,952
		Expense	Grants-in-Aid	(2,595)	18,750	21,345
			Internal Transfer - Admin Fees	-	387	387
			Wages	1,346	5,020	3,674
	<b>Recreation: Area E Total</b>			<b>(1,249)</b>	<b>-</b>	<b>1,249</b>
	Recreation: Area I	Revenue	Grants - Provincial & Federal	-	(4,000)	(4,000)
			Internal Transfer - Reserve	-	(23,833)	(23,833)
			Internal Transfer - Surplus	-	(8,818)	(8,818)
			Taxation	-	17,469	17,469
		Expense	Grants-in-Aid	(7,100)	13,500	20,600
			Insurance	393	361	(32)
			Internal Transfer - Admin Fees	-	302	302
		Wages	1,348	5,020	3,672	
	<b>Recreation: Area I Total</b>			<b>(5,359)</b>	<b>1</b>	<b>5,360</b>
	Recreation: Area J	Revenue	Internal Transfer - Reserve	-	(12,341)	(12,341)
			Internal Transfer - Surplus	-	(5,747)	(5,747)
			Taxation	-	(815)	(815)
		Expense	Grants-in-Aid	-	13,500	13,500
			Internal Transfer - Admin Fees	-	383	383
		Wages	1,124	5,020	3,896	
	<b>Recreation: Area J Total</b>			<b>1,124</b>	<b>-</b>	<b>(1,124)</b>
	Recreation: Area L	Revenue	Internal Transfer - Reserve	-	(43,452)	(43,452)
			Internal Transfer - Surplus	-	(1,496)	(1,496)
			Taxation	-	25,918	25,918
		Expense	Grants-in-Aid	-	13,500	13,500
			Internal Transfer - Admin Fees	-	511	511
	Wages	1,124	5,020	3,896		
<b>Recreation: Area L Total</b>			<b>1,124</b>	<b>1</b>	<b>(1,123)</b>	
Recreation: Area M	Revenue	Internal Transfer - Reserve	-	(51,617)	(51,617)	
		Internal Transfer - Surplus	-	(4,926)	(4,926)	
		Taxation	-	37,615	37,615	

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
Community & Emergency Services	Recreation: Area M	Expense	Grants-in-Aid	5,500	13,500	8,000	
			Internal Transfer - Admin Fees	-	408	408	
			Wages	1,124	5,020	3,896	
	<b>Recreation: Area M Total</b>				<b>6,624</b>	<b>-</b>	<b>(6,624)</b>
	Recreation: Area N	Revenue	Internal Transfer - Reserve	-	(18,379)	(18,379)	
			Internal Transfer - Surplus	-	(27,514)	(27,514)	
			Taxation	-	27,642	27,642	
		Expense	Grants-in-Aid	9,000	13,500	4,500	
			Internal Transfer - Admin Fees	-	(270)	(270)	
			Wages	1,124	5,020	3,896	
	<b>Recreation: Area N Total</b>				<b>10,124</b>	<b>(1)</b>	<b>(10,125)</b>
	Recreation: Area O	Revenue	Internal Transfer - Reserve	-	(21,082)	(21,082)	
			Internal Transfer - Surplus	-	(6,543)	(6,543)	
			Taxation	-	8,746	8,746	
		Expense	Grants-in-Aid	-	13,500	13,500	
			Internal Transfer - Admin Fees	-	359	359	
			Wages	1,124	5,020	3,896	
	<b>Recreation: Area O Total</b>				<b>1,124</b>	<b>-</b>	<b>(1,124)</b>
	Recreation: Area P	Revenue	Internal Transfer - Reserve	-	(46,285)	(46,285)	
			Internal Transfer - Surplus	-	(1,495)	(1,495)	
			Taxation	-	28,750	28,750	
		Expense	Grants-in-Aid	2,000	13,500	11,500	
			Internal Transfer - Admin Fees	-	511	511	
			Wages	1,124	5,020	3,896	
	<b>Recreation: Area P Total</b>				<b>3,124</b>	<b>1</b>	<b>(3,123)</b>
	Recreation: Areas M & N	Revenue	Internal Transfer - Surplus	-	-	-	
			Taxation	-	(112,258)	(112,258)	
		Expense	Grants-in-Aid	-	104,134	104,134	
			Internal Transfer - Admin Fees	-	3,124	3,124	
			Internal Transfer - Reserve	-	5,000	5,000	
<b>Recreation: Areas M &amp; N Total</b>				<b>-</b>	<b>-</b>	<b>-</b>	
Regional Parks	Revenue	Internal Transfer - Surplus	-	(36,052)	(36,052)		
		Taxation	(41,402)	(53,979)	(12,577)		
	Expense	Equipment	6,168	30,000	23,832		
		Grants-in-Aid	96	45,000	44,904		

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
Community & Emergency Services	Regional Parks	Expense	Insurance	1,071	1,483	412	
			Internal Transfer - Admin Fees	-	1,525	1,525	
			Repairs & Maintenance	-	12,023	12,023	
	<b>Regional Parks Total</b>				<b>(34,067)</b>	<b>-</b>	<b>34,067</b>
	Search & Rescue: Areas A B & O	Revenue		Internal Transfer - Surplus	-	(1)	(1)
				Taxation	(6,940)	(19,569)	(12,629)
		Expense		Grants-in-Aid	-	19,000	19,000
				Internal Transfer - Admin Fees	-	570	570
	<b>Search &amp; Rescue: Areas A B &amp; O Total</b>				<b>(6,940)</b>	<b>-</b>	<b>6,940</b>
	Search and Rescue	Revenue		Internal Transfer - Surplus	-	(26,886)	(26,886)
				Taxation	(101,213)	(131,958)	(30,745)
		Expense		Grants-in-Aid	10,000	155,000	145,000
				Internal Transfer - Admin Fees	-	3,843	3,843
	<b>Search and Rescue Total</b>				<b>(91,213)</b>	<b>(1)</b>	<b>91,212</b>
	Street Lighting: Avola	Revenue		Internal Transfer - Surplus	-	(772)	(772)
				Taxation	-	(10,802)	(10,802)
		Expense		Insurance	57	52	(5)
				Internal Transfer - Admin Fees	-	315	315
				Utilities	2,505	11,209	8,704
	<b>Street Lighting: Avola Total</b>				<b>2,562</b>	<b>2</b>	<b>(2,560)</b>
	Street Lighting: Blackpool	Revenue		Internal Transfer - Surplus	-	(574)	(574)
				Taxation	-	(15,422)	(15,422)
		Expense		Insurance	54	50	(4)
				Internal Transfer - Admin Fees	-	449	449
				Utilities	9,684	15,497	5,813
	<b>Street Lighting: Blackpool Total</b>				<b>9,738</b>	<b>-</b>	<b>(9,738)</b>
	Street Lighting: Coldwater Rd Area N	Revenue		Internal Transfer - Surplus	-	(450)	(450)
			Taxation	-	(3,893)	(3,893)	
Expense			Insurance	54	50	(4)	
			Internal Transfer - Admin Fees	-	150	150	
			Utilities	914	4,144	3,230	
<b>Street Lighting: Coldwater Rd Area N Total</b>				<b>968</b>	<b>1</b>	<b>(967)</b>	
Street Lighting: Pritchard	Revenue		Internal Transfer - Surplus	-	(1,114)	(1,114)	
			Taxation	-	(7,973)	(7,973)	
	Expense		Insurance	54	50	(4)	

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance
Community & Emergency Services	Street Lighting: Pritchard	Expense	Internal Transfer - Admin Fees	-	232	232
			Utilities	1,903	8,805	6,902
	<b>Street Lighting: Pritchard Total</b>			<b>1,957</b>	<b>-</b>	<b>(1,957)</b>
	Street Lighting: Vavenby	Revenue	Internal Transfer - Surplus	-	(1,122)	(1,122)
			Taxation	-	(12,106)	(12,106)
		Expense	Insurance	54	50	(4)
			Internal Transfer - Admin Fees	-	353	353
			Utilities	2,900	12,825	9,925
	<b>Street Lighting: Vavenby Total</b>			<b>2,954</b>	<b>-</b>	<b>(2,954)</b>
	Street Lighting: Whitecroft	Revenue	Internal Transfer - Surplus	-	(1,413)	(1,413)
			Taxation	-	(3,967)	(3,967)
		Expense	Insurance	54	50	(4)
			Internal Transfer - Admin Fees	-	150	150
			Utilities	920	5,180	4,260
	<b>Street Lighting: Whitecroft Total</b>			<b>974</b>	<b>-</b>	<b>(974)</b>
	Thompson River Watershed Management	Revenue	Internal Transfer - Surplus	-	-	-
			Taxation	(52,838)	(55,208)	(2,370)
		Expense	Grants-in-Aid	-	53,600	53,600
			Internal Transfer - Admin Fees	-	1,608	1,608
	<b>Thompson River Watershed Management Total</b>			<b>(52,838)</b>	<b>-</b>	<b>52,838</b>
	Transit Service: Area A	Revenue	Internal Transfer - Surplus	-	-	-
			Taxation	-	(51,075)	(51,075)
		Expense	Grants-in-Aid	-	49,588	49,588
			Internal Transfer - Admin Fees	-	1,488	1,488
<b>Transit Service: Area A Total</b>			<b>-</b>	<b>1</b>	<b>1</b>	
Transit Service: Lower Nicola	Revenue	Taxation	-	(34,218)	(34,218)	
	Expense	Grants-in-Aid	-	33,221	33,221	
		Internal Transfer - Admin Fees	-	997	997	
<b>Transit Service: Lower Nicola Total</b>			<b>-</b>	<b>-</b>	<b>-</b>	
TV: Area B	Revenue	Internal Transfer - Surplus	-	(3,612)	(3,612)	
		Taxation	-	(12,556)	(12,556)	
	Expense	Contractors	-	4,200	4,200	
		Insurance	429	670	241	
		Internal Transfer - Admin Fees	-	278	278	
		Internal Transfer - Reserve	-	3,000	3,000	

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance
Community & Emergency Services	TV: Area B	Expense	Repairs & Maintenance	-	3,500	3,500
			Telephone	691	3,420	2,729
			Utilities	373	1,100	727
		<b>TV: Area B Total</b>		<b>1,493</b>	<b>-</b>	<b>(1,493)</b>
	TV: Lytton & I	Revenue	Internal Transfer - Surplus	-	(8,225)	(8,225)
		Expense	Grants-in-Aid	-	8,225	8,225
		<b>TV: Lytton &amp; I Total</b>		<b>-</b>	<b>-</b>	<b>-</b>
	TV: Mamit Lake	Revenue	Internal Transfer - Surplus	-	-	-
			Taxation	-	-	-
		<b>TV: Mamit Lake Total</b>		<b>-</b>	<b>-</b>	<b>-</b>
	TV: Spences Bridge	Revenue	Internal Transfer - Surplus	-	8,138	8,138
			Tax Bill 55	-	(1,232)	(1,232)
			Taxation	-	(19,239)	(19,239)
		Expense	Grants-in-Aid	-	11,737	11,737
			Internal Transfer - Admin Fees	-	596	596
		<b>TV: Spences Bridge Total</b>		<b>-</b>	<b>-</b>	<b>-</b>
	Valley Connector	Revenue	Internal Transfer - Surplus	-	-	-
			Taxation	(26,300)	(28,382)	(2,082)
		Expense	Grants-in-Aid	-	27,556	27,556
			Internal Transfer - Admin Fees	-	827	827
	<b>Valley Connector Total</b>		<b>(26,300)</b>	<b>1</b>	<b>26,301</b>	
<b>Community &amp; Emergency Services Total</b>				<b>(495,386)</b>	<b>(3)</b>	<b>495,383</b>
Development Services	Building Standards	Revenue	Fees	(292,070)	(756,302)	(464,232)
			Gain/Loss on Sale of Assets	(10,700)	(8,000)	2,700
			Internal Transfer - Reserve	-	(410,000)	(410,000)
			Internal Transfer - Surplus	-	(272,656)	(272,656)
			Taxation	-	(129,152)	(129,152)
		Expense	Advertising & Marketing	-	2,000	2,000
			Bank Charges & Interest	-	75	75
			Contractors	-	20,000	20,000
			Dues	40	7,260	7,220
			Furniture & Equipment	-	1,500	1,500
			Indemnities	-	2,500	2,500
			Insurance	4,895	8,163	3,268
			Internal Transfer - Reserve	-	190,937	190,937

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
Development Services	Building Standards	Expense	IT Expense	2,049	10,100	8,051	
			Janitorial	-	6,236	6,236	
			Legal	859	40,000	39,141	
			Premisis O/H	28,554	42,097	13,543	
			Staff Development	300	14,150	13,850	
			Supplies	936	13,629	12,693	
			Telephone	1,018	5,456	4,438	
			Training & Travel	8,578	21,539	12,961	
			Vehicle	4,125	27,916	23,791	
			Wages	266,850	1,162,551	895,701	
	<b>Building Standards Total</b>				<b>15,434</b>	<b>(1)</b>	<b>(15,435)</b>
	Environmental Planning & Zoning	Revenue		Fees	(23,150)	(50,140)	(26,990)
				Gain/Loss on Sale of Assets	-	(8,000)	(8,000)
				Internal Transfer - Surplus	-	(305,151)	(305,151)
				Tax Grants in Lieu	-	(14,000)	(14,000)
				Taxation	(334,310)	(1,034,863)	(700,553)
		Expense		Advertising & Marketing	1,054	12,000	10,946
				Bank Charges & Interest	-	75	75
				Communications	571	39,000	38,429
				Dues	682	4,000	3,318
				Furniture & Equipment	-	3,500	3,500
				Insurance	6,529	9,812	3,283
				Internal Transfer - Reserve	-	91,077	91,077
				IT Expense	1,045	10,300	9,255
				Janitorial	-	7,899	7,899
				Legal	3,339	30,000	26,661
				Premisis O/H	36,166	53,319	17,153
				Staff Development	2,047	12,100	10,053
				Supplies	3,428	13,392	9,964
				Telephone	253	1,320	1,067
				Training & Travel	2,118	9,649	7,531
				Unsightly Premises	-	5,000	5,000
Vehicle				837	11,500	10,663	
Wages				230,234	1,098,210	867,976	
<b>Environmental Planning &amp; Zoning Total</b>				<b>(69,157)</b>	<b>(1)</b>	<b>69,156</b>	

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance
<b>Development Services Total</b>				<b>(53,723)</b>	<b>(2)</b>	<b>53,721</b>
Film Commission	Film Commission	Revenue	Grants - Other	-	(170,000)	(170,000)
			Grants - Provincial & Federal	(38,900)	(95,000)	(56,100)
			Internal Transfer - Reserve	-	(20,000)	(20,000)
			Internal Transfer - Surplus	-	(9,588)	(9,588)
			Tax Grants in Lieu	-	(1,000)	(1,000)
			Taxation	(231,513)	(301,837)	(70,324)
		Expense	Advertising & Marketing	12,903	47,930	35,027
			Bank Charges & Interest	-	75	75
			Dues	337	1,900	1,563
			Fees	82	100	18
			Furniture & Equipment	-	750	750
			Insurance	1,779	2,557	778
			Internal Transfer - Admin Fees	-	27,603	27,603
			Internal Transfer - Reserve	-	8,166	8,166
			IT Expense	1,528	5,800	4,272
			Scouting	7,223	210,000	202,777
			Staff Development	1,308	2,150	842
			Supplies	203	880	677
			Telephone	260	1,569	1,309
			Training & Travel	161	1,000	839
			Vehicle	1,214	1,500	286
			Wages	74,315	285,445	211,130
		<b>Film Commission Total</b>				<b>(169,100)</b>
<b>Film Commission Total</b>				<b>(169,100)</b>	<b>-</b>	<b>169,100</b>
Fire Protection Services	E911	Revenue	Fees	-	(168,235)	(168,235)
			Grants - Provincial & Federal	-	(65,000)	(65,000)
			Internal Transfer - Reserve	-	(156,665)	(156,665)
			Internal Transfer - Surplus	-	(188,907)	(188,907)
			Taxation	(327,103)	(848,751)	(521,648)
		Expense	Bank Charges & Interest	-	10	10
			Contractors	7,472	115,000	107,528
			Dues	350	500	150
			Fees	49,410	52,000	2,590
			Insurance	2,774	3,182	408

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
Fire Protection Services	E911	Expense	Internal Transfer - Admin Fees	-	51,139	51,139	
			Internal Transfer - Reserve	-	164,728	164,728	
			IT Expense	29	200	171	
			Repairs & Maintenance	-	53,045	53,045	
			Supplies	1	-	(1)	
			Telephone	7,820	847,489	839,669	
			Training & Travel	157	200	43	
			Utilities	108	500	392	
			Vehicle	1	200	199	
			Wages	7,667	139,366	131,699	
	<b>E911 Total</b>			<b>(251,314)</b>	<b>1</b>	<b>251,315</b>	
	Fire Protection: Area E (Clinton)	Revenue		Internal Transfer - Surplus	-	3	3
				Taxation	-	(44,774)	(44,774)
		Expense		Dues	-	37	37
				Grants-in-Aid	-	32,445	32,445
				Internal Transfer - Admin Fees	-	1,269	1,269
				Internal Transfer - Reserve	-	1,195	1,195
				IT Expense	8	50	42
				Supplies	-	-	-
				Telephone	4	25	21
				Training & Travel	55	51	(4)
				Vehicle	-	61	61
				Wages	2,248	9,638	7,390
				<b>Fire Protection: Area E (Clinton) Total</b>			<b>2,315</b>
	Fire Protection: Area E (S. Green Lk)	Revenue		Internal Transfer - Surplus	-	11,261	11,261
				Parcel Tax	-	(30,000)	(30,000)
				Taxation	-	(173,901)	(173,901)
		Expense		Advertising & Marketing	-	500	500
				Bank Charges & Interest	-	79	79
				Dues	932	2,000	1,068
				Equipment	193	13,000	12,807
				Indemnities	5,586	40,500	34,914
				Insurance	1,723	6,023	4,300
Internal Transfer - Admin Fees				-	8,715	8,715	
Internal Transfer - Reserve	-	20,887	20,887				

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
Fire Protection Services	Fire Protection: Area E (S. Green Lk)	Expense	IT Expense	85	2,600	2,515	
			Programming	-	500	500	
			Repairs & Maintenance	7,739	35,150	27,411	
			Staff Development	9	5,489	5,480	
			Supplies	428	1,150	722	
			Telephone	689	3,500	2,811	
			Training & Travel	807	13,500	12,693	
			Utilities	2,049	7,496	5,447	
			Vehicle	254	2,000	1,746	
			Wages	7,334	29,551	22,217	
		<b>Fire Protection: Area E (S. Green Lk) Total</b>			<b>27,828</b>	<b>-</b>	<b>(27,828)</b>
		Fire Protection: Ashcroft	Revenue	Internal Transfer - Reserve	-	(3,000)	(3,000)
				Internal Transfer - Surplus	-	23	23
				Tax Bill 55	-	(1,589)	(1,589)
				Taxation	-	(42,818)	(42,818)
			Expense	Dues	-	50	50
				Grants-in-Aid	-	35,880	35,880
				Internal Transfer - Admin Fees	-	1,375	1,375
				Internal Transfer - Reserve	-	195	195
				IT Expense	7	50	43
				Staff Development	-	10	10
				Supplies	-	10	10
				Telephone	4	25	21
				Training & Travel	55	50	(5)
				Vehicle	-	100	100
				Wages	2,248	9,638	7,390
		<b>Fire Protection: Ashcroft Total</b>			<b>2,314</b>	<b>(1)</b>	<b>(2,315)</b>
		Fire Protection: Barriere	Revenue	Internal Transfer - Surplus	-	3	3
				Taxation	-	(79,176)	(79,176)
			Expense	Dues	-	50	50
				Grants-in-Aid	51,470	64,337	12,867
				Internal Transfer - Admin Fees	-	2,228	2,228
				Internal Transfer - Reserve	-	2,695	2,695
			IT Expense	8	50	42	
		Supplies	-	-	-		

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
Fire Protection Services	Fire Protection: Barriere	Expense	Telephone	4	25	21	
			Training & Travel	55	50	(5)	
			Vehicle	-	100	100	
			Wages	2,248	9,638	7,390	
	<b>Fire Protection: Barriere Total</b>				<b>53,785</b>	<b>-</b>	<b>(53,785)</b>
	Fire Protection: Blackpool	Revenue		Deployment	-	(120,000)	(120,000)
				Fees	(2,450)	(30,000)	(27,550)
				Internal Transfer - Surplus	-	(9,624)	(9,624)
				Taxation	-	(227,840)	(227,840)
		Expense		Advertising & Marketing	-	400	400
				Bank Charges & Interest	-	79	79
				Deployment	-	120,000	120,000
				Dues	1,083	1,500	417
				Equipment	5,686	22,150	16,464
				Indemnities	8,262	70,000	61,738
				Insurance	1,356	9,806	8,450
				Internal Transfer - Admin Fees	-	16,055	16,055
				Internal Transfer - Reserve	-	40,686	40,686
				IT Expense	358	2,139	1,781
				Repairs & Maintenance	11,716	40,133	28,417
				Staff Development	9	2,000	1,991
				Supplies	271	1,810	1,539
				Telephone	719	3,000	2,281
				Training & Travel	2,211	17,000	14,789
				Utilities	2,562	9,657	7,095
		Vehicle	7	1,500	1,493		
		Wages	7,422	29,551	22,129		
		<b>Fire Protection: Blackpool Total</b>				<b>39,212</b>	<b>2</b>
	Fire Protection: Little Fort	Revenue		Deployment	-	(50,000)	(50,000)
				Internal Transfer - Surplus	-	(28,598)	(28,598)
				Taxation	-	(186,161)	(186,161)
		Expense		Advertising & Marketing	165	-	(165)
				Bank Charges & Interest	-	79	79
Deployment				-	50,000	50,000	
Dues	832	1,500	668				

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
Fire Protection Services	Fire Protection: Little Fort	Expense	Equipment	1,506	19,000	17,494	
			Indemnities	1,639	25,000	23,361	
			Insurance	1,110	4,874	3,764	
			Internal Transfer - Admin Fees	-	7,436	7,436	
			Internal Transfer - Reserve	-	80,000	80,000	
			IT Expense	63	2,500	2,437	
			Repairs & Maintenance	5,212	23,443	18,231	
			Staff Development	9	2,000	1,991	
			Supplies	15	750	735	
			Telephone	531	2,500	1,969	
			Training & Travel	357	12,000	11,643	
			Utilities	420	3,626	3,206	
			Vehicle	125	500	375	
			Wages	7,252	29,551	22,299	
	<b>Fire Protection: Little Fort Total</b>				<b>19,236</b>	<b>-</b>	<b>(19,236)</b>
	Fire Protection: Loon Lake	Revenue	Donations	(140)	-	140	
			Internal Transfer - Surplus	-	(60,886)	(60,886)	
			Parcel Tax	-	(20,098)	(20,098)	
			Taxation	-	(173,310)	(173,310)	
			Expense	Advertising & Marketing	1,416	515	(901)
				Bank Charges & Interest	75	2,808	2,733
				Debenture	5,225	20,098	14,873
				Dues	1,764	1,500	(264)
				Equipment	43	5,000	4,957
				Indemnities	4,227	40,125	35,898
				Insurance	1,734	12,218	10,484
				Internal Transfer - Admin Fees	-	5,567	5,567
				Internal Transfer - Reserve	-	76,500	76,500
				IT Expense	73	500	427
Leases & Rentals				-	7,560	7,560	
Repairs & Maintenance	6,046	25,131	19,085				
Staff Development	9	2,000	1,991				
Supplies	93	701	608				
Telephone	512	3,400	2,888				
Training & Travel	341	7,593	7,252				

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
Fire Protection Services	Fire Protection: Loon Lake	Expense	Utilities	3,304	13,026	9,722	
			Vehicle	1	500	499	
			Wages	7,322	29,551	22,229	
	<b>Fire Protection: Loon Lake Total</b>				<b>32,045</b>	<b>(1)</b>	<b>(32,046)</b>
	Fire Protection: Mamit Lake	Revenue		Internal Transfer - Surplus	-	-	-
				Taxation	-	(4,635)	(4,635)
		Expense		Grants-in-Aid	-	4,500	4,500
				Internal Transfer - Admin Fees	-	135	135
	<b>Fire Protection: Mamit Lake Total</b>				<b>-</b>	<b>-</b>	<b>-</b>
	Fire Protection: McLure	Revenue		Internal Transfer - Surplus	-	(11,701)	(11,701)
				Tax Bill 55	-	(293)	(293)
				Taxation	-	(146,501)	(146,501)
		Expense		Bank Charges & Interest	-	79	79
				Dues	2,232	1,500	(732)
				Equipment	3,005	12,000	8,995
				Indemnities	2,594	25,000	22,406
				Insurance	1,137	8,697	7,560
				Internal Transfer - Admin Fees	-	5,529	5,529
				Internal Transfer - Reserve	-	30,686	30,686
				IT Expense	63	500	437
				Repairs & Maintenance	2,449	17,009	14,560
				Staff Development	9	2,000	1,991
				Supplies	1,183	1,110	(73)
				Telephone	628	3,700	3,072
				Training & Travel	1,648	11,000	9,352
				Utilities	2,446	9,634	7,188
				Vehicle	1	500	499
				Wages	7,286	29,551	22,265
				<b>Fire Protection: McLure Total</b>			
	Fire Protection: Merritt/Lower Nicola	Revenue		Internal Transfer - Surplus	-	(27,179)	(27,179)
				Taxation	-	(304,905)	(304,905)
		Expense		Contractors	-	311,359	311,359
Internal Transfer - Admin Fees				-	8,817	8,817	
Internal Transfer - Reserve				-	2,195	2,195	
IT Expense	8	50	42				

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
Fire Protection Services	Fire Protection: Merritt/Lower Nicola	Expense	Supplies	-	-	-	
			Telephone	4	25	21	
			Training & Travel	55	-	(55)	
			Vehicle	-	-	-	
			Wages	2,248	9,638	7,390	
		<b>Fire Protection: Merritt/Lower Nicola Total</b>			<b>2,315</b>	<b>-</b>	<b>(2,315)</b>
	Fire Protection: Monte Creek	Revenue		Internal Transfer - Surplus	-	(5,503)	(5,503)
				Taxation	-	(192,190)	(192,190)
		Expense		Bank Charges & Interest	4,860	30,004	25,144
				Dues	1,504	1,500	(4)
				Equipment	917	14,000	13,083
				Fees	1	-	(1)
				Indemnities	8,868	50,100	41,232
				Insurance	1,347	5,919	4,572
				Internal Transfer - Admin Fees	-	8,057	8,057
				Internal Transfer - Reserve	-	23,000	23,000
				IT Expense	63	500	437
				Repairs & Maintenance	1,926	10,300	8,374
				Staff Development	9	2,000	1,991
				Supplies	418	1,800	1,382
				Telephone	607	2,000	1,393
				Training & Travel	8,263	12,754	4,491
				Utilities	1,271	6,009	4,738
				Vehicle	1	200	199
				Wages	7,562	29,551	21,989
				<b>Fire Protection: Monte Creek Total</b>			<b>37,617</b>
	Fire Protection: Pritchard	Revenue		Deployment	-	(120,000)	(120,000)
				Internal Transfer - Surplus	-	4,738	4,738
				Tax Bill 55	-	(2,115)	(2,115)
				Taxation	-	(195,271)	(195,271)
		Expense		Bank Charges & Interest	75	79	4
				Deployment	-	120,000	120,000
				Dues	1,504	2,000	496
			Equipment	2,181	14,000	11,819	
	Indemnities	7,890	50,100	42,210			

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
Fire Protection Services	Fire Protection: Pritchard	Expense	Insurance	1,973	10,509	8,536	
			Internal Transfer - Admin Fees	-	14,129	14,129	
			Internal Transfer - Reserve	-	20,686	20,686	
			IT Expense	85	2,400	2,315	
			Repairs & Maintenance	18,856	22,943	4,087	
			Staff Development	9	2,000	1,991	
			Supplies	15	1,146	1,131	
			Telephone	686	3,000	2,314	
			Training & Travel	3,054	11,090	8,036	
			Utilities	2,256	7,924	5,668	
			Vehicle	1	1,093	1,092	
			Wages	7,415	29,551	22,136	
		<b>Fire Protection: Pritchard Total</b>			<b>46,000</b>	<b>2</b>	<b>(45,998)</b>
		Fire Protection: Tobiano	Revenue	Internal Transfer - Surplus	-	(5,060)	(5,060)
				Taxation	-	(364,826)	(364,826)
			Expense	Bank Charges & Interest	-	79	79
				Dues	1,584	1,500	(84)
				Equipment	6,096	20,000	13,904
				Fees	132,240	159,800	27,560
				Indemnities	3,355	36,850	33,495
				Insurance	1,172	7,317	6,145
				Internal Transfer - Admin Fees	-	15,443	15,443
				Internal Transfer - Reserve	-	40,529	40,529
				IT Expense	96	1,000	904
				Leases & Rentals	4,500	18,000	13,500
				Repairs & Maintenance	2,906	17,390	14,484
				Staff Development	9	2,100	2,091
				Supplies	2,277	1,201	(1,076)
				Telephone	490	900	410
				Training & Travel	213	15,090	14,877
				Utilities	-	2,590	2,590
				Vehicle	1	546	545
			Wages	7,287	29,551	22,264	
	<b>Fire Protection: Tobiano Total</b>			<b>162,226</b>	<b>-</b>	<b>(162,226)</b>	
	Fire Protection: Vavenby	Revenue	Deployment	-	(120,000)	(120,000)	

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
Fire Protection Services	Fire Protection: Vavenby	Revenue	Fees	(8,775)	(40,000)	(31,225)	
			Grants - Provincial & Federal	(8,614)	-	8,614	
			Internal Transfer - Surplus	-	16,631	16,631	
			Taxation	(24,700)	(242,587)	(217,887)	
		Expense	Bank Charges & Interest	75	79	4	
			Deployment	-	120,000	120,000	
			Dues	1,865	1,639	(226)	
			Equipment	11,760	16,000	4,240	
			Indemnities	15,374	90,000	74,626	
			Insurance	1,413	9,662	8,249	
			Internal Transfer - Admin Fees	-	19,091	19,091	
			Internal Transfer - Reserve	-	1,686	1,686	
			IT Expense	73	2,500	2,427	
			Leases & Rentals	4,190	18,000	13,810	
			Repairs & Maintenance	13,355	36,250	22,895	
			Staff Development	169	2,000	1,831	
			Supplies	463	3,701	3,238	
			Telephone	509	5,000	4,491	
			Training & Travel	2,639	20,500	17,861	
			Utilities	2,147	9,269	7,122	
			Vehicle	1	1,030	1,029	
			Wages	7,548	29,551	22,003	
			<b>Fire Protection: Vavenby Total</b>			<b>19,492</b>	<b>2</b>
		Fire Protection: VLA Flats	Revenue	Internal Transfer - Surplus	-	3	3
				Taxation	-	(29,653)	(29,653)
			Expense	Grants-in-Aid	-	15,000	15,000
				Internal Transfer - Admin Fees	-	741	741
				Internal Transfer - Reserve	-	4,195	4,195
				IT Expense	8	50	42
				Supplies	-	-	-
				Telephone	4	25	21
				Training & Travel	55	-	(55)
				Vehicle	-	-	-
		Wages	2,248	9,638	7,390		
	<b>Fire Protection: VLA Flats Total</b>			<b>2,315</b>	<b>(1)</b>	<b>(2,316)</b>	

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
Fire Protection Services	Fire Protection: Whitecroft	Revenue	Internal Transfer - Surplus	-	3	3	
			Taxation	-	(43,670)	(43,670)	
		Expense	Bank Charges & Interest	-	5	5	
			Dues	-	30	30	
			Grants-in-Aid	-	30,431	30,431	
			Internal Transfer - Admin Fees	-	3,208	3,208	
			Internal Transfer - Reserve	-	195	195	
			IT Expense	8	50	42	
			Supplies	-	-	-	
			Telephone	4	25	21	
			Training & Travel	55	40	(15)	
			Vehicle	-	45	45	
			Wages	2,248	9,638	7,390	
			<b>Fire Protection: Whitecroft Total</b>			<b>2,315</b>	<b>-</b>
		Fire Protection: Grants	Revenue	Grants - Provincial & Federal	-	(846,785)	(846,785)
			Expense	Contractors	4,400	150,000	145,600
				Dues	2,338	3,000	662
				Equipment	14	25,824	25,810
				Insurance	-	558	558
				Internal Transfer - Admin Fees	-	37,228	37,228
				Internal Transfer - Reserve	-	65,000	65,000
				IT Expense	487	997	510
				Leases & Rentals	7,928	70,400	62,472
				Repairs & Maintenance	41	-	(41)
				Staff Development	10,408	106,764	96,356
				Supplies	1,114	8,250	7,136
				Telephone	325	2,000	1,675
				Training & Travel	3,170	40,915	37,745
				Vehicle	6	1,500	1,494
				Wages	37,734	334,350	296,616
			<b>Fire Protection: Grants Total</b>			<b>67,965</b>	<b>1</b>
		<b>Fire Protection Services Total</b>			<b>290,347</b>	<b>6</b>	<b>(290,341)</b>
General Government Services	Administration	Revenue	Fees	(8,450)	(41,000)	(32,550)	
			Grants - Provincial & Federal	-	(1,477,714)	(1,477,714)	
			Interest	(341,322)	(350,000)	(8,678)	

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance		
General Government Services	Administration	Revenue	Internal Transfer - Admin Fees Revenue	-	(1,460,982)	(1,460,982)		
			Internal Transfer - Reserve	-	(73,360)	(73,360)		
			Internal Transfer - Surplus	-	(565,253)	(565,253)		
			Tax Grants in Lieu	3,408	(40,000)	(43,408)		
			Taxation	14,592,634	(115,503)	(14,708,137)		
		Expense	Advertising & Marketing	-	2,575	2,575		
			Audit	19,260	69,600	50,340		
			Bank Charges & Interest	1,234	35,000	33,766		
			Contractors	-	50,000	50,000		
			Dues	4,467	14,935	10,468		
			Furniture & Equipment	1,978	15,000	13,022		
			Indemnities	45	-	(45)		
			Insurance	255,868	23,365	(232,503)		
			Internal Transfer - Reserve	-	1,991,473	1,991,473		
			IT Expense	64,931	181,900	116,969		
			Janitorial	-	18,127	18,127		
			Legal	139	5,150	5,011		
			Premisis O/H	83,361	-	(83,361)		
			Repairs & Maintenance	241	50,000	49,759		
			Staff Development	-	25,680	25,680		
			Supplies	3,611	35,782	32,171		
			Telephone	3,202	15,100	11,898		
			Training & Travel	6,827	27,133	20,306		
			Vehicle	-	10,000	10,000		
			Wages	278,643	1,552,993	1,274,350		
			<b>Administration Total</b>		<b>14,970,077</b>	<b>1</b>	<b>(14,970,076)</b>	
			Administration: CAO Office	Revenue	Grants - Provincial & Federal	-	(41,750)	(41,750)
					Internal Transfer - Surplus	-	(22,946)	(22,946)
					Taxation	-	(818,838)	(818,838)
				Expense	Advertising & Marketing	1,485	515	(970)
					Bank Charges & Interest	-	155	155
					Communications	140	20,000	19,860
			Dues	2,286	3,605	1,319		
			Fees	78	25,750	25,672		
			Furniture & Equipment	33	2,575	2,542		

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance				
General Government Services	Administration: CAO Office	Expense	Insurance	-	461	461				
			IT Expense	1,138	11,700	10,562				
			Staff Development	-	12,875	12,875				
			Supplies	108	1,216	1,108				
			Telephone	387	2,100	1,713				
			Training & Travel	-	4,120	4,120				
			Vehicle	-	2,575	2,575				
			Wages	225,429	795,887	570,458				
	<b>Administration: CAO Office Total</b>				<b>231,084</b>	<b>-</b>	<b>(231,084)</b>			
	Administration: Communications	Revenue		Internal Transfer - Surplus	-	(24,147)	(24,147)			
				Taxation	-	(293,012)	(293,012)			
		Expense		Advertising & Marketing	-	309	309			
				Bank Charges & Interest	75	75	-			
				Communications	-	8,487	8,487			
				Dues	267	515	248			
				Furniture & Equipment	-	1,545	1,545			
				Insurance	-	153	153			
				IT Expense	7,104	18,400	11,296			
				Staff Development	-	1,545	1,545			
				Supplies	2	6,796	6,794			
				Telephone	234	1,200	966			
				Training & Travel	-	750	750			
				Vehicle	-	515	515			
				Wages	73,322	276,869	203,547			
				<b>Administration: Communications Total</b>				<b>81,004</b>	<b>-</b>	<b>(81,004)</b>
				Administration: Legislative Services	Revenue		Grants - Provincial & Federal	(31,050)	-	31,050
	Internal Transfer - Surplus	-	(116,959)				(116,959)			
	Taxation	-	(567,432)				(567,432)			
	Expense		Advertising & Marketing		3,460	515	(2,945)			
			Bank Charges & Interest		-	75	75			
			Contractors		(31,050)	52,067	83,117			
			Dues		4,085	2,060	(2,025)			
			Fees		-	5,000	5,000			
			Furniture & Equipment		-	2,575	2,575			
			Insurance		1,022	566	(456)			

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance						
General Government Services	Administration: Legislative Services	Expense	IT Expense	19,172	18,500	(672)						
			Legal	2,977	25,000	22,023						
			Referendum	-	75,000	75,000						
			Staff Development	-	7,500	7,500						
			Supplies	91	1,545	1,454						
			Telephone	117	600	483						
			Training & Travel	-	3,000	3,000						
			Vehicle	-	2,575	2,575						
			Wages	111,052	487,814	376,762						
	<b>Administration: Legislative Services Total</b>				<b>79,876</b>	<b>1</b>	<b>(79,875)</b>					
	Administration: People and Engagement	Revenue	Internal Transfer - Reserve		-	(110,000)	(110,000)					
				Internal Transfer - Surplus	-	(124,122)	(124,122)					
				Misc. Revenue	(3,700)	(10,000)	(6,300)					
				Taxation	-	(675,404)	(675,404)					
				Expense	Advertising & Marketing		-	5,665	5,665			
						Bank Charges & Interest	-	150	150			
						Contractors	-	25,750	25,750			
						Dues	-	2,163	2,163			
						Furniture & Equipment	-	2,060	2,060			
						Indemnities	-	250	250			
						Insurance	-	616	616			
						IT Expense	2,580	134,850	132,270			
						Legal	2,726	25,000	22,274			
						Staff Development	1,848	33,450	31,602			
						Supplies	1,277	5,768	4,491			
						Telephone	300	1,320	1,020			
						Training & Travel	276	3,214	2,938			
						Wages	187,291	679,270	491,979			
						<b>Administration: People and Engagement Total</b>				<b>192,598</b>	<b>-</b>	<b>(192,598)</b>
						Business Support	Revenue	Internal Transfer - Surplus		-	(251,908)	(251,908)
	Taxation	-	(173,591)	(173,591)								
	Expense	Bank Charges & Interest		-	75		75					
			Contractors	-	130,000		130,000					
Dues			379	1,030	651							
Furniture & Equipment	-	515	515									

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
General Government Services	Business Support	Expense	Indemnities	36	-	(36)	
			Insurance	-	153	153	
			IT Expense	1,097	8,000	6,903	
			Staff Development	-	5,000	5,000	
			Supplies	-	-	-	
			Telephone	117	750	633	
			Training & Travel	-	2,122	2,122	
			Vehicle	-	1,236	1,236	
			Wages	84,103	276,618	192,515	
		<b>Business Support Total</b>			<b>85,732</b>	<b>-</b>	<b>(85,732)</b>
		Facilities Administration	Revenue	Fees	(13,341)	(31,777)	(18,436)
			Expense	Bank Charges & Interest	75	-	(75)
				Dues	-	515	515
				Furniture & Equipment	-	5,150	5,150
				Insurance	-	308	308
				IT Expense	1,508	500	(1,008)
				Staff Development	1,004	3,000	1,996
				Supplies	-	2,833	2,833
				Telephone	299	-	(299)
				Training & Travel	5,747	5,566	(181)
				Vehicle	1,650	13,905	12,255
		<b>Facilities Administration Total</b>			<b>(3,058)</b>	<b>-</b>	<b>3,058</b>
		GIS	Revenue	Fees	(30,000)	(120,000)	(90,000)
				Internal Transfer - Surplus	-	(123,501)	(123,501)
				Taxation	-	(205,979)	(205,979)
			Expense	Fees	-	10,000	10,000
				Insurance	-	308	308
				Internal Transfer - Reserve	-	35,000	35,000
				IT Expense	82,746	97,250	14,504
				Legal	3	-	(3)
				Repairs & Maintenance	-	2,575	2,575
				Staff Development	98	15,000	14,902
				Supplies	5	2,575	2,570
			Telephone	143	900	757	
		Training & Travel	14	3,500	3,486		

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
General Government Services	GIS	Expense	Wages	73,563	282,372	208,809	
	<b>GIS Total</b>			<b>126,572</b>	<b>-</b>	<b>(126,572)</b>	
	Legislative	Revenue	Internal Transfer - Surplus	-	(31,523)	(31,523)	
			Taxation	-	(1,040,709)	(1,040,709)	
		Expense	Communications	2,083	19,250	17,167	
			Contractors	-	20,000	20,000	
			Dues	11,887	29,870	17,983	
			Elections	-	15,000	15,000	
			Grants-in-Aid	-	50,000	50,000	
			Indemnities	121,866	590,469	468,603	
			Insurance	8,164	9,644	1,480	
			IT Expense	1,996	12,000	10,004	
			Staff Development	132	36,000	35,868	
			Supplies	571	5,000	4,429	
			Training & Travel	18,547	187,000	168,453	
			Vehicle	4,515	50,000	45,485	
			Wages	7,402	48,000	40,598	
		<b>Legislative Total</b>			<b>177,163</b>	<b>1</b>	<b>(177,162)</b>
		Legislative: Electoral Areas	Revenue	Internal Transfer - Community Works	-	(250,000)	(250,000)
				Internal Transfer - Surplus	-	(138,524)	(138,524)
				Tax Grants in Lieu	-	(4,000)	(4,000)
				Taxation	-	(1,483,408)	(1,483,408)
			Expense	3rd Party Community Works	-	250,000	250,000
				Advertising & Marketing	-	155	155
				Bank Charges & Interest	-	488	488
				Communications	4,167	25,750	21,583
				Dues	657	12,875	12,218
				Elections	400	80,000	79,600
				Furniture & Equipment	-	2,575	2,575
				Indemnities	36,015	203,208	167,193
				Insurance	-	1,105	1,105
				Internal Transfer - Admin Fees	-	50,604	50,604
				IT Expense	1,904	12,800	10,896
			Leases & Rentals	2,100	10,000	7,900	
			Legal	4	-	(4)	

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
General Government Services	Legislative: Electoral Areas	Expense	Premis O/H	91	-	(91)	
			Staff Development	16,274	71,500	55,226	
			Supplies	1,920	3,708	1,788	
			Telephone	534	6,425	5,891	
			Training & Travel	1,573	25,511	23,938	
			Vehicle	830	9,270	8,440	
			Wages	302,535	1,109,960	807,425	
		<b>Legislative: Electoral Areas Total</b>			<b>369,004</b>	<b>2</b>	<b>(369,002)</b>
	Legislative: Fraser Basin	Revenue	Internal Transfer - Surplus	-	(1,798)	(1,798)	
			Taxation	(20,719)	(27,012)	(6,293)	
		Expense	Dues	-	26,780	26,780	
			Indemnities	170	1,000	830	
			Vehicle	337	1,030	693	
		<b>Legislative: Fraser Basin Total</b>			<b>(20,212)</b>	<b>-</b>	<b>20,212</b>
	MFA Debt: Chase	Revenue	MFA Debt	(77,717)	(142,574)	(64,857)	
		Expense	MFA Debt	-	142,574	142,574	
		<b>MFA Debt: Chase Total</b>			<b>(77,717)</b>	<b>-</b>	<b>77,717</b>
	MFA Debt: Clearwater	Revenue	MFA Debt	(33,324)	(38,420)	(5,096)	
		Expense	MFA Debt	-	38,420	38,420	
		<b>MFA Debt: Clearwater Total</b>			<b>(33,324)</b>	<b>-</b>	<b>33,324</b>
	MFA Debt: Clinton	Revenue	MFA Debt	(15,862)	(61,843)	(45,981)	
		Expense	MFA Debt	15,480	61,843	46,363	
		<b>MFA Debt: Clinton Total</b>			<b>(382)</b>	<b>-</b>	<b>382</b>
	MFA Debt: Kamloops	Revenue	MFA Debt	(1,674,983)	(6,857,311)	(5,182,328)	
		Expense	MFA Debt	-	6,857,311	6,857,311	
		<b>MFA Debt: Kamloops Total</b>			<b>(1,674,983)</b>	<b>-</b>	<b>1,674,983</b>
	MFA Debt: Merritt	Revenue	MFA Debt	(409,880)	(1,079,369)	(669,489)	
		Expense	MFA Debt	-	1,079,369	1,079,369	
		<b>MFA Debt: Merritt Total</b>			<b>(409,880)</b>	<b>-</b>	<b>409,880</b>
	MFA Debt: Sun Peaks	Revenue	MFA Debt	(278,215)	(1,029,868)	(751,653)	
Expense		MFA Debt	67,485	1,029,868	962,383		
	<b>MFA Debt: Sun Peaks Total</b>			<b>(210,730)</b>	<b>-</b>	<b>210,730</b>	
Strata Corporation (KAS2093)	Expense	Premis O/H	-	-	-		
		Vehicle	-	-	-		
	<b>Strata Corporation (KAS2093) Total</b>			<b>-</b>	<b>-</b>	<b>-</b>	

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance	
General Government Services	Technology Services	Revenue	Internal Transfer - Surplus	-	(48,967)	(48,967)	
			Taxation	-	(1,160,705)	(1,160,705)	
		Expense	Bank Charges & Interest	-	75	75	
			Dues	24	773	749	
			Furniture & Equipment	-	2,060	2,060	
			Indemnities	-	100	100	
			Insurance	-	1,154	1,154	
			IT Expense	71,105	271,500	200,395	
			Staff Development	2,777	15,000	12,223	
			Supplies	43	227	184	
			Telephone	9,351	32,000	22,649	
			Training & Travel	200	3,000	2,800	
			Wages	244,394	883,784	639,390	
			<b>Technology Services Total</b>			<b>327,894</b>	<b>1</b>
<b>General Government Services Total</b>				<b>14,210,718</b>	<b>6</b>	<b>(14,210,712)</b>	
Solid Waste & Recycling	Alternative Waste Collection "B"	Revenue	Fees	-	(7,300)	(7,300)	
			Internal Transfer - Surplus	-	(4,692)	(4,692)	
			Taxation	-	(137,253)	(137,253)	
		Expense	Advertising & Marketing	-	1,000	1,000	
			Curbside Collection	19,207	119,428	100,221	
			Fees	4,664	21,500	16,836	
			Insurance	472	433	(39)	
			Internal Transfer - Admin Fees	-	6,883	6,883	
		<b>Alternative Waste Collection "B" Total</b>			<b>24,343</b>	<b>(1)</b>	<b>(24,344)</b>
	Alternative Waste Collection "J"	Revenue	Fees	-	(28,100)	(28,100)	
			Internal Transfer - Surplus	-	(21,052)	(21,052)	
			Taxation	-	(333,502)	(333,502)	
		Expense	Advertising & Marketing	-	2,000	2,000	
			Curbside Collection	55,835	345,482	289,647	
		Grants-in-Aid	-	15,000	15,000		
		Insurance	1,142	1,048	(94)		
		Internal Transfer - Admin Fees	-	17,124	17,124		
	<b>Alternative Waste Collection "J" Total</b>			<b>56,977</b>	<b>-</b>	<b>(56,977)</b>	
	Alternative Waste Collection "N"	Revenue	Internal Transfer - Surplus	-	-	-	

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance		
Solid Waste & Recycling	Alternative Waste Collection "N"	Revenue	Taxation	-	-	-		
		Expense	Internal Transfer - Admin Fees	-	-	-		
	<b>Alternative Waste Collection "N" Total</b>			-	-	-		
	Alternative Waste Collection "P"	Revenue	Internal Transfer - Surplus	-	-	-		
			Taxation	-	-	-		
		Expense	Internal Transfer - Admin Fees	-	-	-		
	<b>Alternative Waste Collection "P" Total</b>			-	-	-		
	SWM: Residual Management	Revenue	Fees		(823,049)	(4,874,056)	(4,051,007)	
			Gain/Loss on Sale of Assets		(21,400)	-	21,400	
			Internal Transfer - Reserve		-	(731,100)	(731,100)	
			Internal Transfer - Surplus		-	(869,143)	(869,143)	
			Taxation		-	(7,620,383)	(7,620,383)	
		Expense	Bank Charges & Interest		1,204	5,000	3,796	
			Dues		8,341	3,000	(5,341)	
			Fees		13,795	126,700	112,905	
			Furniture & Equipment		1,813	8,000	6,187	
			Insurance		29,652	63,315	33,663	
			Internal Transfer - Admin Fees		-	621,988	621,988	
			Internal Transfer - Reserve		-	163,800	163,800	
			IT Expense		3,218	11,800	8,582	
			Landfill Expenses		395,729	2,110,238	1,714,509	
			Legal		1	-	(1)	
			Premisis O/H		27,364	69,700	42,336	
			Programming		-	1,500	1,500	
			Staff Development		1,953	16,400	14,447	
			Supplies		1,885	8,700	6,815	
			Telephone		2,465	11,700	9,235	
			Training & Travel		23,401	63,600	40,199	
			Transfer Station Expenses		1,772,527	9,358,244	7,585,717	
			Vehicle		1,051	20,000	18,949	
			Wages		355,940	1,430,999	1,075,059	
			<b>SWM: Residual Management Total</b>			<b>1,795,890</b>	<b>2</b>	<b>(795,888)</b>
			SWM: Diversion	Expense	Landfill Expenses		(21,694)	-
<b>SWM: Diversion Total</b>			<b>(21,694)</b>	<b>-</b>	<b>21,694</b>			
SWMPR: Solid Waste Mngt Plan Review	Revenue	Internal Transfer - Surplus		-	(80)	(80)		

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance
Solid Waste & Recycling	SWMPR: Solid Waste Mngt Plan Review	Revenue	Taxation	-	81	81
	<b>SWMPR: Solid Waste Mngt Plan Review Total</b>			-	<b>1</b>	<b>1</b>
<b>Solid Waste &amp; Recycling Total</b>				<b>1,855,516</b>	<b>2</b>	<b>(1,855,514)</b>
TNRD Public Library System	Archives: Nicola Valley	Revenue	Internal Transfer - Surplus	-	-	-
			Taxation	-	(18,148)	(18,148)
		Expense	Grants-in-Aid	-	17,620	17,620
			Internal Transfer - Admin Fees	-	529	529
<b>Archives: Nicola Valley Total</b>				-	<b>1</b>	<b>1</b>
TNRD Public Library System		Revenue	Donations		(1,500)	(1,500)
			Fees	(19,857)	(57,072)	(37,215)
			Grants - Other	(1,099)	(3,600)	(2,501)
			Grants - Provincial & Federal		(435,736)	(435,736)
			Internal Transfer - Surplus		(623,464)	(623,464)
			Programming	(1,000)	(36,772)	(35,772)
			Tax Grants in Lieu	-	(70,000)	(70,000)
			Taxation	(13,012,189)	(8,084,664)	4,927,525
		Expense	Advertising & Marketing	1,726	25,000	23,274
			Bank Charges & Interest	195	1,339	1,144
			Contractors	12,198	135,000	122,802
			Dues	195	14,315	14,120
			Furniture & Equipment	1,194	40,600	39,406
			Indemnities	(90)	3,400	3,490
			Insurance	39,747	128,981	89,234
			Internal Transfer - Admin Fees	-	375,362	375,362
			Internal Transfer - Reserve	-	806,768	806,768
			IT Expense	60,655	322,550	261,895
			Janitorial	28,350	237,521	209,171
			Leases & Rentals	10,124	57,267	47,143
			Legal	1	5,000	4,999
			Materials - Books	217,986	460,000	242,014
			Premisis O/H	239,298	343,861	104,563
			Programming	7,667	111,303	103,636
			Repairs & Maintenance	43,382	399,608	356,226
			Security	-	92,700	92,700
			Staff Development	12,365	24,000	11,635

**THOMPSON-NICOLA REGIONAL DISTRICT - GENERAL FUND**  
**Expenditure Summary Budget by Department & Service**  
**For the Period Ended March 31, 2026**

Department	Category Name2	Category	Summary Category	Year-to-Date	Annual Budget	Variance
TNRD Public Library System	TNRD Public Library System	Expense	Supplies	12,480	90,468	77,988
			Telephone	10,771	49,950	39,179
			Training & Travel	15,793	68,960	53,167
			Utilities	40,293	114,016	73,723
			Vehicle	1,970	10,000	8,030
			Wages	1,275,391	5,394,846	4,119,455
	<b>TNRD Public Library System Total</b>				<b>(11,002,454)</b>	<b>7</b>
<b>TNRD Public Library System Total</b>				<b>(11,002,454)</b>	<b>8</b>	<b>11,002,462</b>
Community Parks: Area E	Community Parks: Area E	Revenue	Taxation	-	(10,000)	(10,000)
		Expense	Internal Transfer - Reserve	-	10,000	10,000
	<b>Community Parks: Area E Total</b>				<b>-</b>	<b>-</b>
	Community Parks: Area I	Revenue	Taxation	-	(10,000)	(10,000)
		Expense	Internal Transfer - Reserve	-	10,000	10,000
	<b>Community Parks: Area I Total</b>				<b>-</b>	<b>-</b>
<b>Total</b>				<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>				<b>4,635,918</b>	<b>17</b>	<b>(4,635,901)</b>



**THOMPSON-NICOLA**  
REGIONAL DISTRICT

**Thompson-Nicola Regional District  
2026 Variance Report - Utility Services  
For the Period Ended March 31, 2026  
(Unaudited)**

**TNRD Utility Fund**  
**Operating Budget by Summary Category**  
**For the Period Ending March 31, 2026**

Category	Summary Category	Year-to-Date	Annual Budget	Variance	% Remaining
Revenue	Fees	(8,687)	(820,478)	(811,791)	99%
	Gain/Loss on Sale of Assets	-	(58,500)	(58,500)	100%
	Interest	-	(5,625)	(5,625)	100%
	Internal Transfer - Surplus	-	(269,906)	(269,906)	100%
	Parcel Tax	-	(627,540)	(627,540)	100%
	Tax Grants in Lieu	(384)	-	384	0%
	User Fee	-	(1,565,084)	(1,565,084)	100%
<b>Revenue Total</b>		<b>(9,071)</b>	<b>(3,347,133)</b>	<b>(3,338,062)</b>	<b>100%</b>
Expense	Advertising & Marketing	363	8,721	8,358	96%
	Analysis	2,642	21,892	19,250	88%
	Bank Charges & Interest	-	4,800	4,800	100%
	Chemical Purchases	4,508	-	(4,508)	0%
	Contractors	3,771	58,420	54,649	94%
	Debenture	14,953	174,752	159,799	91%
	Dues	148	1,500	1,352	90%
	Engineering	16,596	112,526	95,930	85%
	Equipment	-	-	-	0%
	Furniture & Equipment	4,001	15,000	10,999	73%
	Insurance	9,315	77,402	68,087	88%
	Internal Transfer - Admin Fees	-	35,000	35,000	100%
	Internal Transfer - Direct Labour Expense	(9,875)	394,553	404,428	103%
	Internal Transfer - Engineering Expense	9,878	39,501	29,623	75%
	Internal Transfer - Reserve	-	905,789	905,789	100%
	Internal Transfer - Utilities Admin Expense	150	359,429	359,279	100%
	IT Expense	9,735	13,400	3,665	27%
	Legal	-	500	500	100%
	Licence & Permits	2,839	14,909	12,070	81%
	Purification & Treatment	2,012	63,236	61,224	97%
	Repairs & Maintenance	29,417	332,870	303,453	91%
	Staff Development	4,724	12,000	7,276	61%
	Supplies	3,775	7,200	3,425	48%
	Telephone	3,678	25,643	21,965	86%
	Training & Travel	16,851	34,776	17,925	52%
	Utilities	22,488	122,193	99,705	82%
	Vehicle	12,478	45,000	32,522	72%
Wages	138,608	466,128	327,520	70%	
<b>Expense Total</b>		<b>303,055</b>	<b>3,347,140</b>	<b>3,044,085</b>	<b>91%</b>
<b>Grand Total</b>		<b>293,984</b>	<b>7</b>	<b>(293,977)</b>	<b>0%</b>

**TNRD Utility Fund**  
**Operating Expense Budget by Service**  
**For the Period Ending March 31, 2026**

Category	Category Name	Year-to-Date	Annual Budget	Variance	% Remaining
Expense	Sewer: Paul Lake	2,951	107,884	104,933	97%
	Sewer: Pritchard	31,030	390,181	359,151	92%
	Water: Black Pines	992	108,407	107,415	99%
	Water: Blue River	7,084	348,642	341,558	98%
	Water: Del Oro	1,524	107,967	106,443	99%
	Water: EA Admin (Utilities)	208,897	851,977	643,080	75%
	Water: Evergreen	1,306	28,038	26,732	95%
	Water: Loon Lake	1,200	79,441	78,241	98%
	Water: Maple Mission	1,460	51,647	50,187	97%
	Water: Pritchard	4,090	302,800	298,710	99%
	Water: Savona	38,404	522,400	483,996	93%
	Water: Spences Bridge	374	214,029	213,655	100%
	Water: Vavenby	1,367	160,228	158,861	99%
	Water: Walhachin	2,376	73,499	71,123	97%
	<b>Expense Total</b>		<b>303,055</b>	<b>3,347,140</b>	<b>3,044,085</b>
<b>Grand Total</b>		<b>303,055</b>	<b>3,347,140</b>	<b>3,044,085</b>	<b>91%</b>

**TNRD Utility Fund**  
**Operating Budget by Service and Category**  
**For the Period Ending March 31, 2026**

Category Name	Category	Account Name	Year-to-Date	Annual Budget	Variance	% Remaining	
Sewer: Paul Lake	Revenue	Interest: Investment	-	(1,400)	(1,400)	100.0%	
		Tax: Parcel/Frontage	-	(107,625)	(107,625)	100.0%	
		Surplus: Previous Year's	-	1,140	1,140	100.0%	
		<b>Revenue Total</b>		-	<b>(107,885)</b>	<b>(107,885)</b>	<b>100.0%</b>
	Expense	Utilities: Gas	-	165	165	100.0%	
		Utilities: Hydro	1,756	4,727	2,971	62.9%	
		Purification & Treatment (Chemicals)	-	510	510	100.0%	
		Lab analysis	356	1,224	868	70.9%	
		Service of Supply (Rprs/Mntce)	293	8,160	7,867	96.4%	
		Monitoring & Answering service	33	-	(33)	0.0%	
		Sludge Removal	-	5,500	5,500	100.0%	
		Septic Tank Pumping Program	-	11,000	11,000	100.0%	
		Licences & Permits	579	765	186	24.3%	
		Telecommunications	324	2,550	2,226	87.3%	
		Administration Charge	-	1,000	1,000	100.0%	
		Direct Labour	(898)	37,498	38,396	102.4%	
		Internal Engineering Services	494	1,975	1,481	75.0%	
		Indirect Administration	14	32,687	32,673	100.0%	
		Transfer to Reserve - Capital	-	123	123	100.0%	
			<b>Expense Total</b>		<b>2,951</b>	<b>107,884</b>	<b>104,933</b>
<b>Sewer: Paul Lake Total</b>			<b>2,951</b>	<b>(1)</b>	<b>(2,952)</b>	<b>0.0%</b>	

**Operating Budget by Service and Category  
For the Period Ending March 31, 2026**

Category Name	Category	Account Name	Year-to-Date	Annual Budget	Variance	% Remaining	
Sewer: Pritchard	Revenue	Toll Charges	-	(270,415)	(270,415)	100.0%	
		Interest: Investment	-	(500)	(500)	100.0%	
		Misc. Revenue	(1,500)	(12,000)	(10,500)	87.5%	
		Tax: Parcel/Frontage	-	(51,250)	(51,250)	100.0%	
		Surplus: Previous Year's	-	(56,015)	(56,015)	100.0%	
		Toll Charges: Late Payment Fee	(1,355)	-	1,355	0.0%	
		<b>Revenue Total</b>		<b>(2,855)</b>	<b>(390,180)</b>	<b>(387,325)</b>	<b>99.3%</b>
	Expense	Utilities: Gas	177	431	254	58.9%	
		Utilities: Hydro	6,173	20,887	14,714	70.4%	
		Purification & Treatment (Chemicals)	1,281	14,566	13,285	91.2%	
		Lab analysis	1,167	4,266	3,099	72.6%	
		Service of Supply (Rprs/Mntce)	19,475	36,414	16,939	46.5%	
		Monitoring & Answering service	33	-	(33)	0.0%	
		Sludge Removal	2,200	18,727	16,527	88.3%	
		Licences & Permits	174	379	205	54.1%	
		Telecommunications	187	796	609	76.5%	
		Administration Charge	-	4,000	4,000	100.0%	
		Direct Labour	(1,001)	40,065	41,066	102.5%	
		Internal Engineering Services	988	3,950	2,962	75.0%	
		Indirect Administration	15	36,448	36,433	100.0%	
		Transfer to Reserve - Capital	-	209,252	209,252	100.0%	
		Utilities: Water/Sewer/Garbage	161	-	(161)	0.0%	
		<b>Expense Total</b>		<b>31,030</b>	<b>390,181</b>	<b>359,151</b>	<b>92.0%</b>
	<b>Sewer: Pritchard Total</b>			<b>28,175</b>	<b>1</b>	<b>(28,174)</b>	<b>0.0%</b>

**Operating Budget by Service and Category  
For the Period Ending March 31, 2026**

Category Name	Category	Account Name	Year-to-Date	Annual Budget	Variance	% Remaining	
Water: Black Pines	Revenue	Toll Charges	-	(71,992)	(71,992)	100.0%	
		Interest: Investment	-	(225)	(225)	100.0%	
		Tax: Parcel/Frontage	-	(26,070)	(26,070)	100.0%	
		Surplus: Previous Year's	-	(10,121)	(10,121)	100.0%	
		<b>Revenue Total</b>		-	<b>(108,408)</b>	<b>(108,408)</b>	<b>100.0%</b>
	Expense	Utilities: Hydro	369	3,737	3,368	90.1%	
		Engineering Services	-	5,306	5,306	100.0%	
		Purification & Treatment (Chemical)	-	1,082	1,082	100.0%	
		Lab analysis	-	379	379	100.0%	
		Service of Supply (Rprs/Mntce)	8	27,607	27,599	100.0%	
		Advertising	33	318	285	89.6%	
		Licences & Permits	217	1,273	1,056	83.0%	
		Telecommunications	200	955	755	79.1%	
		Administration Charge	-	1,500	1,500	100.0%	
		Direct Labour	(334)	12,697	13,031	102.6%	
		Internal Engineering Services	494	1,975	1,481	75.0%	
		Indirect Administration	5	12,149	12,144	100.0%	
		Interest: Long-term debt	-	8,957	8,957	100.0%	
		Principal: Long-term debt	-	7,199	7,199	100.0%	
		Transfer to Reserve - Capital	-	23,273	23,273	100.0%	
	<b>Expense Total</b>	<b>992</b>	<b>108,407</b>	<b>107,415</b>	<b>99.1%</b>		
<b>Water: Black Pines Total</b>			<b>992</b>	<b>(1)</b>	<b>(993)</b>	<b>0.0%</b>	

**Operating Budget by Service and Category  
For the Period Ending March 31, 2026**

Category Name	Category	Account Name	Year-to-Date	Annual Budget	Variance	% Remaining	
Water: Blue River	Revenue	Toll Charges	-	(234,267)	(234,267)	100.0%	
		Interest: Investment	-	(500)	(500)	100.0%	
		Tax: Parcel/Frontage	-	(46,000)	(46,000)	100.0%	
		Surplus: Previous Year's	-	(67,874)	(67,874)	100.0%	
		<b>Revenue Total</b>		-	<b>(348,641)</b>	<b>(348,641)</b>	<b>100.0%</b>
	Expense	Utilities: Hydro	2,059	16,490	14,431	87.5%	
		Engineering Services	-	25,000	25,000	100.0%	
		Purification & Treatment (Chemical)	292	8,659	8,367	96.6%	
		Lab analysis	803	4,871	4,068	83.5%	
		Service of Supply (Rprs/Mntce)	455	31,212	30,757	98.5%	
		Snow Removal Costs	2,841	9,364	6,523	69.7%	
		Advertising	33	541	508	93.9%	
		Licences & Permits	162	406	244	60.1%	
		Telecommunications	187	955	768	80.4%	
		Insurance: MIA Associate Member	-	104	104	100.0%	
		Administration Charge	-	7,500	7,500	100.0%	
		Direct Labour	(1,248)	48,919	50,167	102.6%	
		Internal Engineering Services	1,481	5,925	4,444	75.0%	
		Indirect Administration	19	45,415	45,396	100.0%	
		Transfer to Reserve - Capital	-	143,281	143,281	100.0%	
	<b>Expense Total</b>	<b>7,084</b>	<b>348,642</b>	<b>341,558</b>	<b>98.0%</b>		
Water: Blue River Total		7,084	1	(7,083)	0.0%		

**Operating Budget by Service and Category  
For the Period Ending March 31, 2026**

Category Name	Category	Account Name	Year-to-Date	Annual Budget	Variance	% Remaining	
Water: Del Oro	Revenue	Toll Charges	-	(75,450)	(75,450)	100.0%	
		Interest: Investment	-	(150)	(150)	100.0%	
		Tax: Parcel/Frontage	-	(12,539)	(12,539)	100.0%	
		Surplus: Previous Year's	-	(19,827)	(19,827)	100.0%	
		<b>Revenue Total</b>		-	<b>(107,966)</b>	<b>(107,966)</b>	<b>100.0%</b>
	Expense	Utilities: Hydro	990	4,398	3,408	77.5%	
		Engineering Services	-	5,202	5,202	100.0%	
		Purification & Treatment (Chemicals)	-	2,930	2,930	100.0%	
		Lab analysis	-	379	379	100.0%	
		Service of Supply (Rprs/Mntce)	8	18,021	18,013	100.0%	
		Advertising	33	390	357	91.5%	
		Licences & Permits	216	406	190	46.8%	
		Telecommunications	187	1,028	841	81.8%	
		Administration Charge	-	1,000	1,000	100.0%	
		Direct Labour	(410)	16,050	16,460	102.6%	
		Internal Engineering Services	494	1,975	1,481	75.0%	
		Indirect Administration	6	14,926	14,920	100.0%	
		Interest: Long-term debt	-	975	975	100.0%	
		Principal: Long-term debt	-	814	814	100.0%	
		Transfer to Reserve - Capital	-	39,473	39,473	100.0%	
	<b>Expense Total</b>	<b>1,524</b>	<b>107,967</b>	<b>106,443</b>	<b>98.6%</b>		
<b>Water: Del Oro Total</b>		<b>1,524</b>	<b>1</b>	<b>(1,523)</b>	<b>0.0%</b>		

**Operating Budget by Service and Category  
For the Period Ending March 31, 2026**

Category Name	Category	Account Name	Year-to-Date	Annual Budget	Variance	% Remaining	
Water: Evergreen	Revenue	Toll Charges	-	(25,309)	(25,309)	100.0%	
		Tax: Parcel/Frontage	-	(4,000)	(4,000)	100.0%	
		Surplus: Previous Year's	-	1,273	1,273	100.0%	
	<b>Revenue Total</b>			-	(28,036)	(28,036)	100.0%
	Expense	Utilities: Hydro	838	2,858	2,020	70.7%	
		Purification & Treatment (Chemicals)	-	298	298	100.0%	
		Lab analysis	-	379	379	100.0%	
		Service of Supply (Rprs/Mntce)	8	9,180	9,172	99.9%	
		Advertising	33	168	135	80.4%	
		Licences & Permits	79	216	137	63.4%	
		Telecommunications	226	1,028	802	78.0%	
		Administration Charge	-	500	500	100.0%	
		Direct Labour	(127)	4,602	4,729	102.8%	
		Internal Engineering Services	247	988	741	75.0%	
		Indirect Administration	2	4,628	4,626	100.0%	
		Transfer to Reserve - Capital	-	3,193	3,193	100.0%	
<b>Expense Total</b>		1,306	28,038	26,732	95.3%		
<b>Water: Evergreen Total</b>			1,306	2	(1,304)	0.0%	

**Operating Budget by Service and Category  
For the Period Ending March 31, 2026**

Category Name	Category	Account Name	Year-to-Date	Annual Budget	Variance	% Remaining	
Water: Loon Lake	Revenue	Toll Charges	-	(49,247)	(49,247)	100.0%	
		Interest: Investment	-	(500)	(500)	100.0%	
		Tax: Parcel/Frontage	-	(13,000)	(13,000)	100.0%	
		Surplus: Previous Year's	-	(16,692)	(16,692)	100.0%	
		<b>Revenue Total</b>		-	<b>(79,439)</b>	<b>(79,439)</b>	<b>100.0%</b>
	Expense	Utilities: Hydro	438	2,199	1,761	80.1%	
		Engineering Services	-	5,000	5,000	100.0%	
		Purification & Treatment (Chemicals)	-	1,028	1,028	100.0%	
		Lab analysis	-	379	379	100.0%	
		Service of Supply (Rprs/Mntce)	39	11,113	11,074	99.6%	
		Advertising	33	1,082	1,049	97.0%	
		Licenses & Permits	212	325	113	34.8%	
		Telecommunications	324	2,550	2,226	87.3%	
		Insurance: MIA Associate Member	-	104	104	100.0%	
		Administration Charge	-	1,500	1,500	100.0%	
		Direct Labour	(345)	13,168	13,513	102.6%	
		Internal Engineering Services	494	1,975	1,481	75.0%	
		Indirect Administration	5	12,540	12,535	100.0%	
		Transfer to Reserve - Capital	-	26,478	26,478	100.0%	
			<b>Expense Total</b>	<b>1,200</b>	<b>79,441</b>	<b>78,241</b>	<b>98.5%</b>
<b>Water: Loon Lake Total</b>		<b>1,200</b>	<b>2</b>	<b>(1,198)</b>	<b>0.0%</b>		

**Operating Budget by Service and Category  
For the Period Ending March 31, 2026**

Category Name	Category	Account Name	Year-to-Date	Annual Budget	Variance	% Remaining	
Water: Maple Mission	Revenue	Toll Charges	-	(33,200)	(33,200)	100.0%	
		Interest: Investment	-	(1,000)	(1,000)	100.0%	
		Tax: Parcel/Frontage	-	(7,000)	(7,000)	100.0%	
		Surplus: Previous Year's	-	(10,447)	(10,447)	100.0%	
		<b>Revenue Total</b>		-	<b>(51,647)</b>	<b>(51,647)</b>	<b>100.0%</b>
	Expense	Utilities: Hydro	536	1,594	1,058	66.4%	
		Engineering Services	-	5,202	5,202	100.0%	
		Purification & Treatment (Chemicals)	-	271	271	100.0%	
		Lab analysis	-	379	379	100.0%	
		Service of Supply (Rprs/Mntce)	173	10,905	10,732	98.4%	
		Advertising	33	162	129	79.6%	
		Licenses & Permits	225	271	46	17.0%	
		Telecommunications	187	1,028	841	81.8%	
		Administration Charge	-	500	500	100.0%	
		Direct Labour	(191)	6,409	6,600	103.0%	
		Internal Engineering Services	494	1,975	1,481	75.0%	
		Indirect Administration	3	6,942	6,939	100.0%	
	Transfer to Reserve - Capital	-	16,009	16,009	100.0%		
	<b>Expense Total</b>	<b>1,460</b>	<b>51,647</b>	<b>50,187</b>	<b>97.2%</b>		
<b>Water: Maple Mission Total</b>			<b>1,460</b>	<b>-</b>	<b>(1,460)</b>	<b>0.0%</b>	

**Operating Budget by Service and Category  
For the Period Ending March 31, 2026**

Category Name	Category	Account Name	Year-to-Date	Annual Budget	Variance	% Remaining
Water: Pritchard	Revenue	Toll Charges	-	(209,895)	(209,895)	100.0%
		Interest: Investment	-	(350)	(350)	100.0%
		Misc. Revenue	(1,500)	-	1,500	0.0%
		Tax: Parcel/Frontage	-	(51,500)	(51,500)	100.0%
		Surplus: Previous Year's	-	(41,053)	(41,053)	100.0%
		<b>Revenue Total</b>	<b>(1,500)</b>	<b>(302,798)</b>	<b>(301,298)</b>	<b>99.5%</b>
	Expense	Utilities: Hydro	960	6,046	5,086	84.1%
		Engineering Services	-	15,606	15,606	100.0%
		Purification & Treatment (Chemicals)	-	3,247	3,247	100.0%
		Lab analysis	-	757	757	100.0%
		Service of Supply (Rprs/Mntce)	2,734	47,924	45,190	94.3%
		Advertising	33	1,895	1,862	98.3%
		Licences & Permits	158	1,462	1,304	89.2%
		Telecommunications	203	1,020	817	80.1%
		Administration Charge	-	5,000	5,000	100.0%
		Direct Labour	(1,001)	40,065	41,066	102.5%
		Internal Engineering Services	988	3,950	2,962	75.0%
		Indirect Administration	15	36,448	36,433	100.0%
		Transfer to Reserve - Capital	-	139,380	139,380	100.0%
		<b>Expense Total</b>	<b>4,090</b>	<b>302,800</b>	<b>298,710</b>	<b>98.6%</b>
<b>Water: Pritchard Total</b>		<b>2,590</b>	<b>2</b>	<b>(2,588)</b>	<b>0.0%</b>	

**Operating Budget by Service and Category  
For the Period Ending March 31, 2026**

Category Name	Category	Account Name	Year-to-Date	Annual Budget	Variance	% Remaining		
Water: Savona	Revenue	Toll Charges	-	(304,708)	(304,708)	100.0%		
		Interest: Investment	-	(500)	(500)	100.0%		
		Misc. Revenue	(200)	-	200	0.0%		
		Tax: Parcel/Frontage	-	(146,935)	(146,935)	100.0%		
		Surplus: Previous Year's	-	(70,258)	(70,258)	100.0%		
		<b>Revenue Total</b>		<b>(200)</b>	<b>(522,401)</b>	<b>(522,201)</b>	<b>100.0%</b>	
	Expense	Utilities: Hydro	3,645	20,887	17,242	82.5%		
		Engineering Services	16,596	26,010	9,414	36.2%		
		Purification & Treatment (Chemicals)	-	14,612	14,612	100.0%		
		Lab analysis	-	2,547	2,547	100.0%		
		Service of Supply (Rprs/Mntce)	3,134	49,099	45,965	93.6%		
		Advertising	33	1,624	1,591	98.0%		
		Licences & Permits	143	2,706	2,563	94.7%		
		Telecommunications	187	1,298	1,111	85.6%		
		Administration Charge	-	1,500	1,500	100.0%		
		Direct Labour	(2,297)	93,054	95,351	102.5%		
		Internal Engineering Services	1,975	7,900	5,925	75.0%		
		Indirect Administration	35	83,598	83,563	100.0%		
		Interest: Long-term debt	14,953	29,905	14,952	50.0%		
		Principal: Long-term debt	-	34,780	34,780	100.0%		
		Transfer to Reserve - Capital	-	152,880	152,880	100.0%		
			<b>Expense Total</b>		<b>38,404</b>	<b>522,400</b>	<b>483,996</b>	<b>92.6%</b>
		<b>Water: Savona Total</b>			<b>38,204</b>	<b>(1)</b>	<b>(38,205)</b>	<b>0.0%</b>

**Operating Budget by Service and Category  
For the Period Ending March 31, 2026**

Category Name	Category	Account Name	Year-to-Date	Annual Budget	Variance	% Remaining	
Water: Spences Bridge	Revenue	Toll Charges	-	(125,039)	(125,039)	100.0%	
		Interest: Investment	-	(500)	(500)	100.0%	
		Tax: Parcel/Frontage	-	(87,188)	(87,188)	100.0%	
		Surplus: Previous Year's	-	(1,302)	(1,302)	100.0%	
		<b>Revenue Total</b>		-	(214,029)	(214,029)	100.0%
	Expense	Utilities: Hydro	341	17,588	17,247	98.1%	
		Engineering Services	-	10,200	10,200	100.0%	
		Purification & Treatment (Chemicals)	-	10,058	10,058	100.0%	
		Lab analysis	-	2,706	2,706	100.0%	
		Service of Supply (Rprs/Mntce)	8	15,784	15,776	99.9%	
		Advertising	33	541	508	93.9%	
		Licences & Permits	191	4,871	4,680	96.1%	
		Telecommunications	74	649	575	88.6%	
		Insurance: MIA Associate Member	-	208	208	100.0%	
		Administration Charge	-	5,000	5,000	100.0%	
		Direct Labour	(779)	32,259	33,038	102.4%	
		Internal Engineering Services	494	1,975	1,481	75.0%	
		Indirect Administration	12	28,348	28,336	100.0%	
		Interest: Long-term debt	-	27,433	27,433	100.0%	
		Principal: Long-term debt	-	32,005	32,005	100.0%	
		Transfer to Reserve - Capital	-	21,404	21,404	100.0%	
		Interest: Short Term	-	3,000	3,000	100.0%	
		<b>Expense Total</b>	374	214,029	213,655	99.8%	
<b>Water: Spences Bridge Total</b>			374	-	(374)	0.0%	

**Operating Budget by Service and Category  
For the Period Ending March 31, 2026**

Category Name	Category	Account Name	Year-to-Date	Annual Budget	Variance	% Remaining
Water: Vavenby	Revenue	Toll Charges	-	(122,275)	(122,275)	100.0%
		Tax: Parcel/Frontage	-	(50,104)	(50,104)	100.0%
		Surplus: Previous Year's	-	12,150	12,150	100.0%
		Grants in Lieu of Taxes	(384)	-	384	0.0%
		Misc. Revenue	(90)	-	90	0.0%
		<b>Revenue Total</b>	<b>(474)</b>	<b>(160,229)</b>	<b>(159,755)</b>	<b>99.7%</b>
	Expense	Utilities: Hydro	2,211	12,642	10,431	82.5%
		Purification & Treatment (Chemicals)	439	4,775	4,336	90.8%
		Lab analysis	316	3,247	2,931	90.3%
		Service of Supply (Rprs/Mntce)	(2,000)	18,360	20,360	110.9%
		Advertising	33	1,082	1,049	97.0%
		Licences & Permits	178	1,298	1,120	86.3%
		Telecommunications	188	990	802	81.0%
		Insurance: MIA Associate Member	-	104	104	100.0%
		Administration Charge	-	5,000	5,000	100.0%
		Direct Labour	(1,001)	40,065	41,066	102.5%
		Internal Engineering Services	988	3,950	2,962	75.0%
		Indirect Administration	15	36,448	36,433	100.0%
		Interest: Long-term debt	-	9,599	9,599	100.0%
		Principal: Long-term debt	-	8,505	8,505	100.0%
		Transfer to Reserve - Capital	-	14,163	14,163	100.0%
		<b>Expense Total</b>	<b>1,367</b>	<b>160,228</b>	<b>158,861</b>	<b>99.1%</b>
	<b>Water: Vavenby Total</b>		<b>893</b>	<b>(1)</b>	<b>(894)</b>	<b>0.0%</b>

**Operating Budget by Service and Category  
For the Period Ending March 31, 2026**

Category Name	Category	Account Name	Year-to-Date	Annual Budget	Variance	% Remaining	
Water: Walhachin	Revenue	Toll Charges	-	(43,287)	(43,287)	100.0%	
		Tax: Parcel/Frontage	-	(24,329)	(24,329)	100.0%	
		Surplus: Previous Year's	-	9,119	9,119	100.0%	
		Misc. Revenue	-	(15,000)	(15,000)	100.0%	
		<b>Revenue Total</b>		-	(73,497)	(73,497)	100.0%
	Expense	Utilities: Hydro	1,834	7,544	5,710	75.7%	
		Purification & Treatment (Chemicals)	-	1,200	1,200	100.0%	
		Lab analysis	-	379	379	100.0%	
		Service of Supply (Rprs/Mntce)	8	10,000	9,992	99.9%	
		Advertising	33	318	285	89.6%	
		Licences & Permits	305	531	226	42.6%	
		Telecommunications	188	796	608	76.4%	
		Administration Charge	-	1,000	1,000	100.0%	
		Direct Labour	(243)	9,702	9,945	102.5%	
		Internal Engineering Services	247	988	741	75.0%	
		Indirect Administration	4	8,852	8,848	100.0%	
		Interest: Long-term debt	-	6,178	6,178	100.0%	
		Principal: Long-term debt	-	8,402	8,402	100.0%	
		Repayment of Internal Financing	-	5,000	5,000	100.0%	
		Transfer to Reserve - Capital	-	10,809	10,809	100.0%	
	Interest: Short-term	-	1,800	1,800	100.0%		
	<b>Expense Total</b>	<b>2,376</b>	<b>73,499</b>	<b>71,123</b>	<b>96.8%</b>		
<b>Water: Walhachin Total</b>			<b>2,376</b>	<b>2</b>	<b>(2,374)</b>	<b>0.0%</b>	

**Operating Budget by Service and Category  
For the Period Ending March 31, 2026**

Category Name	Category	Account Name	Year-to-Date	Annual Budget	Variance	% Remaining	
Water: EA Admin (Utilities)	Revenue	Proceeds on disposal	-	(58,500)	(58,500)	100.0%	
		Surplus: Previous Year's	-	1	1	100.0%	
		Misc. Revenue	(151)	(793,478)	(793,327)	100.0%	
		Toll Charges: Late Payment Fee	(4,367)	-	4,367	0.0%	
		Revenue Clearing	151	-	(151)	0.0%	
		<b>Revenue Total</b>		<b>(4,367)</b>	<b>(851,977)</b>	<b>(847,610)</b>	<b>99.5%</b>
	Expense	Furniture & Equipment	4,001	15,000	10,999	73.3%	
		Minor Equipment/Tools	-	-	-	0.0%	
		IT Equipment	-	1,400	1,400	100.0%	
		IT Software	9,735	12,000	2,265	18.9%	
		Uniform & Boot costs	-	1,200	1,200	100.0%	
		Vehicles: Insurance	12,188	11,376	(812)	0.0%	
		Contractor/Consultant	3,771	58,420	54,649	93.5%	
		Engineering Services	-	15,000	15,000	100.0%	
		Salaries/Wages	118,951	375,631	256,680	68.3%	
		Benefits	19,657	90,497	70,840	78.3%	
		Staff Development	4,724	12,000	7,276	60.6%	
		Advertising	-	600	600	100.0%	
		Legal Fees	-	500	500	100.0%	
		Accommodations & Meals	4,663	23,400	18,737	80.1%	
		Dues & Fees	148	1,500	1,352	90.1%	
		Travel/Vehicle	5,804	15,000	9,196	61.3%	
		Vehicle: Gas	6,674	30,000	23,326	77.8%	
		Supplies	1,304	1,500	196	13.1%	
		Photocopy Costs	136	2,000	1,864	93.2%	
		Postage & Shipping	2,335	2,500	165	6.6%	
		Telecommunications	983	4,500	3,517	78.2%	
		Insurance: Liability	9,315	8,317	(998)	0.0%	
		Insurance: Property	-	67,815	67,815	100.0%	
		Bulk Chemical Purchases	4,508	-	(4,508)	0.0%	
		Insurance: Cyber	-	750	750	100.0%	
		Transfer to Reserve - Capital	-	101,071	101,071	100.0%	
		<b>Expense Total</b>	<b>208,897</b>	<b>851,977</b>	<b>643,080</b>	<b>75.5%</b>	
<b>Water: EA Admin (Utilities) Total</b>			<b>204,530</b>	<b>-</b>	<b>(204,530)</b>	<b>0.0%</b>	



**THOMPSON-NICOLA**  
REGIONAL DISTRICT

**2026 Capital Plan  
Budget Variance Reporting  
For the period ending March 31, 2026  
(Unaudited)**

**Thompson-Nicola Regional District  
Capital Budget Variance - General Fund  
For the period ending March 31, 2026**

Department	Category Name	Project Name	Year-to-Date	Annual Budget	Variance	
Community & Emergency Services	Community Halls: Area B	Avola History Kiosk design/install	-	10,888	10,888	
	Community Halls: Little Fort	Latremouille Park Improvements	-	2,800	2,800	
		Security/Alarm System	-	12,000	12,000	
		Stove	2,195	2,195	-	
	Community Parks: Area A	Parks Portion of Irrigation/Fencing	-	100,000	100,000	
		VCH Portion of Irrigation/Fencing	-	40,000	40,000	
		Playground - Birch Island Community Park	326	123,243	122,917	
	Community Parks: Area M	Smith Pioneer Bandshell/Picnic Shelter	-	8,000	8,000	
	Econ Development & Tourism Promo Area B	Avola Welcome Signs 2024	318	28,250	27,932	
		Blue River Welcome Signs 2024	318	28,250	27,932	
	Economic Development/Tourism	Regional Entrance Signs	318	126,289	125,971	
	Emergency Preparedness	Purchase of Season for Storage	4,093	5,000	907	
	Noxious Weed Control	Tractor Mount Sprayers	-	25,848	25,848	
	Regional Parks	Physical buoys for river buoy system	21,727	25,000	3,273	
		Refurbishment LHG Viewing Platform	-	31,207	31,207	
	Econ Development & Tourism Promo Area A	Vavenby Welcome Sign	-	25,000	25,000	
	<b>Community &amp; Emergency Services Total</b>			<b>29,295</b>	<b>593,970</b>	<b>564,675</b>
	Fire Protection Services	E911	Upgrade To Ng-911	-	1,160,617	1,160,617
Fire Protection: Area E (S. Green Lk)		Dry Hydrant	-	10,000	10,000	
		Live Fire Training Grounds	12,494	15,000	2,506	
		Concrete Aprons at Hall	8,750	10,000	1,250	
		New Furnace	-	10,000	10,000	
		Firefighter Equipment	-	20,000	20,000	
		Septic Field	-	30,000	30,000	
Fire Protection: Blackpool		Live Fire Training Grounds	-	25,000	25,000	
		Replacement Tender	1,008	544,378	543,370	
		Firefighter Equipment	-	12,000	12,000	
Fire Protection: Little Fort		Building	2,620	224,000	221,380	
		Firefighter Equipment	-	8,000	8,000	
Fire Protection: Loon Lake		Firefighter Equipment	-	6,000	6,000	
		Well	-	60,000	60,000	
Fire Protection: McLure		Replace Pumphouse	-	11,436	11,436	
		Well Pump	-	10,000	10,000	
		Firefighter Equipment	-	8,000	8,000	
Fire Protection: Monte Creek		Dry Hydrant	-	10,000	10,000	
		New Hall	1,139	338,582	337,443	
		Pumper And Tender	20,798	86,656	65,858	
		Asphalt/Gen set	-	250,000	250,000	
		Firefighter Equipment	-	8,000	8,000	
Fire Protection: Pritchard		Dry Hydrant	-	30,000	30,000	
		Live Fire Training Facility/Hall Upgrade	-	22,159	22,159	
		Replacement Tender	11,005	60,327	49,322	
		Portable Pump Trailer	-	30,000	30,000	
		Firefighter Equipment	-	8,000	8,000	
Fire Protection: Vavenby		Storage Facility	-	100,000	100,000	
		Firefighter Equipment	-	8,000	8,000	
Fire Protection: Merritt/Lower Nicola		Dry Hydrant (Nicola Lake/Harmon Estates)	-	60,000	60,000	
Fire Protection: Tobiano		New Station	-	200,000	200,000	
		Firefighter Equipment	-	8,000	8,000	
Fire Protection: Grants		FireSmart Landscape Pritchard Fire Hall	-	20,000	20,000	
		Trailer and pumps	-	45,000	45,000	
<b>Fire Protection Services Total</b>			<b>57,814</b>	<b>3,449,155</b>	<b>3,391,341</b>	
General Government Services		Administration	Building #3 Mission Flats Upgrades	-	53,823	53,823
			Furniture	-	25,500	25,500
	Civic Building Office Renos - Kitchen Up		5,634	2,428	(3,206)	
	ERP System Implementation		57,973	427,139	369,166	
	General Equipment And Building Upgrades		-	50,000	50,000	
	Civic Building Renos - Kitchen Upgrade		-	5,000	5,000	
	Legislative	Tablets	32,491	54,000	21,509	
		<b>General Government Services Total</b>			<b>96,098</b>	<b>617,890</b>
Solid Waste & Recycling	SWM: Residual Management	Land Purchases & Improvements	-	100,067	100,067	
		Clearwater Eco-Depot Impr - Water Supply	9,888	111,784	101,896	
		Louis Creek Eco-Depot Impr- Water Supply	1,063	189,874	188,811	
		Paul Lake Cattle GuardSecurityTireCrib	-	11,746	11,746	
		Blue River & CLW Single Stall Washrooms	-	45,217	45,217	
		Attendant Break Rooms	-	65,000	65,000	
		Swr - Gate Lock and Key Replacement	-	10,000	10,000	
		Video Surveillance & Compactor Remainder	-	37,526	37,526	
		2017 GMC Silverado - Facilities Manager	52,611	70,000	17,389	
		2018 HONDA CRV - Pool Vehicle	-	45,000	45,000	
		50 Yard Roll Off Bins Refuse (51 Units)	-	45,000	45,000	
		Access Control Gate - Louis Creek	3,565	15,000	11,435	
		Hydro & Site Reconfiguration - Sun Peaks	-	7,500	7,500	
		Recycle Shelter - Heffley Creek	-	10,000	10,000	

Capital Budget Variance - General Fund  
For the period ending March 31, 2026

Department	Category Name	Project Name	Year-to-Date	Annual Budget	Variance
Solid Waste & Recycling	SWM: Residual Management	Recycle Shelter - Spences Bridge	-	15,000	15,000
		Recycle Shelter - Westwold	-	15,000	15,000
		Refuse Compactor Bin - Sun Peaks	-	75,000	75,000
		Seacan - General Storage - Heffley Creek	-	7,500	7,500
		Video Surveillance System - Louis Creek	-	55,000	55,000
		Alternative Waste Collection "J"	Equipment and Cart Repairs and Replaceme	-	21,529
	<b>Solid Waste &amp; Recycling Total</b>			<b>67,127</b>	<b>952,743</b>
TNRD Public Library System	Library System	Clearwater Library and Roof Upgrade	-	36,912	36,912
		Materials: Audio Visual (ITC)	4,234	31,000	26,766
		Materials: Audio Visual (rebate)	11,587	72,000	60,413
		Materials: Books (ITC)	52,590	366,079	313,489
		Materials: Supplies (rebate)	7,140	35,000	27,860
		New Hall	545	-	(545)
		New Library	-	928,820	928,820
		Shelving	-	50,000	50,000
		Carpet and Upgrade Project	46,303	426,645	380,342
		Digital Marketing Screens	-	3,800	3,800
		Hold Locker & Library Vending Machines	-	50,000	50,000
		New Mobile Library	-	350,000	350,000
		Barriere HVAC	-	30,000	30,000
		Barriere Library Refresh	-	16,000	16,000
		Children's Interactives and Play Space	-	95,000	95,000
		Design work for new library - Kamloops	-	100,000	100,000
		Design work for new Library - Sun Peaks	-	75,000	75,000
		Design work for refresh/book drop	16,324	30,265	13,941
		Friend's Capital Spending	-	10,000	10,000
		General Upgrades	-	100,000	100,000
		Lighting Upgrade	-	60,000	60,000
		Logan Lake paint touchup and flooring	-	10,000	10,000
		Merritt Mini Refresh & HVAC	-	185,000	185,000
Savona Library Roof	18,200	28,000	9,800		
<b>TNRD Public Library System Total</b>			<b>156,923</b>	<b>3,089,521</b>	<b>2,932,598</b>
<b>Grand Total</b>			<b>407,257</b>	<b>8,703,279</b>	<b>8,296,022</b>

**Thompson-Nicola Regional District  
Capital Budget Variance - Utility Fund  
For the period ending March 31, 2026**

Department	Category Name	Project Name	Year-to-Date	Annual Budget	Variance	
Utility Services	Sewer: Pritchard	Wastewater Treatment Plant	35,084	2,023,601	1,988,517	
		Scada/Communication Upgrade	-	12,500	12,500	
	Water: Black Pines	Scada/Communication Upgrade	-	12,500	12,500	
	Water: Blue River	Watermain Replacement	4,910	398,623	393,713	
		Scada/Communication Upgrade	-	12,500	12,500	
	Water: Del Oro	Chlorination pumps & appurtenances	-	4,555	4,555	
		Chlorine pH Turbidity Analyzer Replace	-	2,582	2,582	
		Ground Water Exploration	5,097	193,841	188,744	
	Water: EA Admin (Utilities)	Reservoir Access	4,894	90,000	85,106	
		Scada/Communication Upgrade	-	12,500	12,500	
		2018 Ford F150	-	80,000	80,000	
		2021 Ford Super Duty	-	65,000	65,000	
	Water: Evergreen	EV Charger	-	6,500	6,500	
		Ground Water Exploration	450	189,643	189,193	
	Water: Loon Lake	Scada/Communication Upgrade	-	12,500	12,500	
		Chlorination pumps & appurtenances	-	9,555	9,555	
	Water: Maple Mission	Chlorine pH Turbidity Analyzer Replace	-	3,337	3,337	
		Bottle Water Fill Station	4,847	292,822	287,975	
		Scada/Communication Upgrade	-	12,500	12,500	
		Chlorination pumps & appurtenances	-	4,555	4,555	
	Water: Pritchard	Chlorine pH Turbidity Analyzer Replace	-	2,582	2,582	
		Distribution - Prv Chamber	-	22,520	22,520	
		Ground Water Backup Well	1,876	90,773	88,897	
		Scada/Communication Upgrade	-	12,500	12,500	
	Water: Savona	Water Treatment Plant	1,339,776	2,926,414	1,586,638	
		Charging Stations for Electric Vehicle	-	39,303	39,303	
		Water Quality Analyzers	-	15,000	15,000	
		Scada/Communication Upgrade	-	12,500	12,500	
	Water: Spences Bridge	Chlorination pumps & appurtenances	-	14,555	14,555	
		Chlorine pH Turbidity Analyzer Replace	-	2,582	2,582	
		Archeology & Geotech for Treatment Plant	-	143,540	143,540	
		Pumps - Intake	-	48,918	48,918	
	Water: Vavenby	Scada/Communication Upgrade	-	12,500	12,500	
		Flow Meters	-	8,500	8,500	
		Ground Water Exploration	53,238	157,044	103,806	
	Water: Walhachin	Online Water Quality Station	-	23,274	23,274	
		Scada/Communication Upgrade	-	12,500	12,500	
		Chlorination pumps & appurtenances	-	4,555	4,555	
		Chlorine pH Turbidity Analyzer Replace	-	2,582	2,582	
	Sewer: Paul Lake	Water System Upgrades	-	75,132	75,132	
		Archeology & Geotech for Treatment Plant	-	140,000	140,000	
		Pump House & Wet Well Upgrade	-	25,000	25,000	
		Scada/Communication Upgrade	-	12,500	12,500	
	Water: Walhachin	Charging Stations for Electric Vehicle	-	48,303	48,303	
		Walhachin Reservoir	26,041	1,241,428	1,215,387	
	Sewer: Paul Lake	Scada/Communication Upgrade	-	12,500	12,500	
		Scada/Communication Upgrade	-	12,500	12,500	
	Utility Services Total			1,476,213	9,516,973	8,040,760
		Grand Total		1,476,213	9,516,973	8,040,760



**TO:** Chair and Board of Directors      **DATE:** June 24, 2026  
**FROM:** Chief Financial Officer  
**SUBJECT:** Reserve Balances & Targets

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**RECOMMENDATION:**

**For Committee Feedback.**

\_\_\_\_\_  
Scott Hildebrand  
Acting Chief Financial Officer

\_\_\_\_\_  
Approved for Board Consideration  
Corporate Officer

Prepared by: Austin Potts, Manager of Finance

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**PURPOSE**

To provide an overview of where reserve balances are currently sitting, with respect to the targets set out in the reserve policy approved in 2025, and to discuss gaps in the existing reserve policy where best practices are not being considered.

**SUMMARY**

On January 23, 2025 the Board approved Reserve Management Policy 5.7.2 which outlines, among other things, the minimum and maximum balance targets for both capital and operating reserves held by services throughout the TNRD.

Policy 5.7.2 notes that operating reserves are to maintain a balance between 1 to 2 months of average operating expenditures and that capital reserves are to maintain a balance between 1 to 3 times annual amortization. These targets do not represent the needs of the TNRD, nor do they cover all situations where reserve balances exist.

Staff recommend that Policy 5.7.2 return to the Policy and Governance Committee for review after further amendments.

## DISCUSSION

### Operating Reserves

There are a number of situations not considered by the policy, such as:

- Services where the TNRD provides an annual contribution (for example, the Nicola Valley Aquatic Center)
- Reserves that are attached to the “General Government Services” service, which would include the general operating reserve that serves multiple purposes (for example, facilitating internal borrowing and acting as a cash float)
- Services that have unusual or irregular spending which may impact the calculation of reserve targets (for example, the Blackpool Fire Department and deployment expenses)

Additionally, the list of use cases where operating reserves can be used requires clarity and refinement (for example, a listed reason of the operating reserves is to “fund capital expenditures,” but this creates a lack of clarity between operating and capital reserves).

### Capital Reserves

Capital reserve goals are based strictly on the annual amortization expense which is not in line with best practices. Reserves should be looking and saving towards the future not looking to the past. When assessing capital reserve balances using this metric, most of the TNRD's reserves appear to be overfunded.

A weak asset management approach (the TNRD has only recently begun to shift more focus to comprehensive asset management plans, which is work that the new Asset Manager is facilitating) often leads organizations to defer renewal and continue operating assets well beyond their intended useful life, relying instead on increasing maintenance and repair spending to keep them functional. This approach shifts costs from planned capital replacement into the operating budget, masking the true lifecycle cost of the asset. Over time, the asset becomes fully amortized from an accounting perspective, even though it is still actively used and may be at elevated risk of failure. If reserve targets are based on amortization, this creates a false signal that little or no additional funding is required, since amortization expense has declined or ceased entirely. As a result, the reserve appears adequately funded or even overfunded relative to its target, despite the growing underlying liability. This creates a continuous cycle where aging assets are kept in service, capital funding is deferred, and reserve requirements appear artificially low, ultimately leading to structural underfunding of long-term capital needs.

Given the TNRD’s efforts to advocate for small utility systems, having a reserve policy that does not align with our advocacy efforts ultimately hinders the message we are trying to deliver.

Based on the current policy, all TNRD utility system reserves would be considered “overfunded”, as the systems are fully amortized and have target balances of zero or close to zero:

Budget Service	Reserve Balance	Minimum Target	Maximum Target
Sewer: Paul Lake	183,963	-	-
Sewer: Pritchard	313,161	-	-
Water: Black Pines	186,440	281	843
Water: Blue River	417,632	199	597
Water: Del Oro	114,501	-	-
Water: Evergreen	3,708	-	-
Water: Loon Lake	51,455	-	-
Water: Maple Mission	125,516	98	294
Water: Pritchard	807,308	-	-
Water: Savona	489,870	-	-
Water: Spences Bridge	112,477	-	-
Water: Vavenby	145,386	-	-
Water: Walhachin	8,793	-	-

Target balances should be informed by asset management plans and lifecycle funding requirements, including estimated replacement cost, remaining useful life, and risk.

Amortization may be used as a reference metric but should not be the primary basis for target setting where it does not reflect current asset condition or replacement requirements.

**FINANCIAL IMPLICATIONS:**

A new reserve policy will ultimately inform the budget to suggest changes to reserve contributions. As our asset manager completes comprehensive asset management plans, individual budgets will require review to accommodate asset replacement costs as far as 25 years into the future.

**ALIGNMENT TO THE 2023-2026 STRATEGIC PLAN:**

This report is consistent with the following Strategic Focus Areas and Priorities set out in the Board's Strategic Plan:

- **Livability & the Built Environment**
  - Long-term planning or development
  - Core service delivery
  - Electoral Area specific infrastructure projects
- **Economic Sustainability & Resiliency**
  - Infrastructure or utility system improvements
  - Projects that support local economies
  - Strategic capital projects
- **Responsible Governance & Service Excellence**
  - Transparency and accountability
  - Financial sustainability and fiscal responsibility
  - Capital/asset management
  - Effective policies and best practices

**Attachment**

- Board Policy 5.7.2 – Reserve Management Policy (2025)



# THOMPSON-NICOLA REGIONAL DISTRICT Board Policy Manual

<b>Adopted by</b> Board of Directors <b>Effective Date</b> January 23, 2025	<b>POLICY NO.</b> <b>5.7.2</b>
Amended by Amendment Date(s):	File No: <a href="#">Click here to enter text.</a>
<b>SUBJECT: Reserve Management Policy</b>	
<b>Category:</b> Finance	

**PURPOSE:** This policy provides guidance for the development, maintenance, and utilization of reserve funds within the Thompson-Nicola Regional District (TNRD). It ensures financial stability, risk mitigation, and sustainable service delivery while conforming to statutory requirements and best practices.

**APPLICATION:** This policy applies to all employees of the TNRD.

**REFERENCE:** This policy makes reference to the following Administrative Policies:

- Procurement Policy No. 5.6.1; and
- Credit Card Policy No. 5.5

**DEFINITIONS:** **“Asset Management Reserves”** Committed funds set aside to fund the maintenance, renewal and decommissioning of tangible capital assets held within each Service Area.

**“Budget Manager”** The Regional District manager responsible for the preparation and oversight of the Service Area budget/ financial plan.

**“Capital Reserve Fund”** To provide a ready source of funds for repair or acquisition of buildings, leaseholds, furniture, fixtures, vehicles, and equipment necessary for the effective operation of the organization and services. These funds must only be utilized for capital projects as defined in the Capital Asset Policy. The target amount of the Capital Asset reserve will be determined based on the needs of each individual service and the details as it relates to the Asset Management plan and strategies for the Regional District and for the service. This will also be

dependent on the tax requisition limits for each service and whether the capital asset purchase will be supported by government grants and/or short- and long-term debt.

**“Chief Financial Officer (CFO)”** The statutory financial officer of the Regional District under *Section 237* of the *Local Government Act*.

**“Board”** The Board of Directors for the Thompson-Nicola Regional District.

**“Chief Administrative Officer (CAO)”** Chief Administrative Officer for the TNRD, or a designated representative.

**“General Manager (GM)”** The General Manager, or General Manager of Operations, the senior manager with oversight over general operations within the Regional District.

**“Designated Officer”** An employee of the Regional District designated in writing by the Chief Administrative Officer to administer this resolution or sections of this bylaw.

**“Operating Reserve Fund”** Funds to support operating costs within services administered by the Regional District placed into a reserve fund for operating expenditures.

**“Special Purpose Reserves”** Committed funds set aside for specific projects (non- statutory), such as grant funding or other monies received but not yet applied, which are being maintained in separate reserve accounts.

**“Unappropriated Surplus”** Accumulated surplus in the TNRD’s various operating funds not designated for specific uses.

## **POLICY**

### **1. Guiding Principles**

The Regional District will strive to maintain sufficient reserve fund balances to mitigate current and future financial risks and ensure stable requisition rates. The following guided principles form the basis of this Policy:

- 1.1. Adequate reserve funds are crucial for ensuring the financial health and stability of the Regional District.
- 1.2. Reserve goals must align with, and support, established long-term financial plans.
- 1.3. Reserve funds are designated for specific purposes as mandated by provincial legislation, regional district bylaws, and this policy.
- 1.4. Management reserve funds must comply with the statutory and legal requirements of the Local Government Act and the Community Charter, Generally Accepted Accounting Principles (GAAP), and Public Sector Accounting Board (PSAB) recommendations.
- 1.5. The regional district should adopt a budgeting approach that aligns closely with its actual financial needs and strategic priorities, ensuring that surplus amounts are minimized. By carefully forecasting revenues and expenditures, resources should be allocated more efficiently and effectively, maximizing the impact of taxpayer dollars while maintaining fiscal responsibility.

### **2. Management of Reserve Funds**

- 2.1. While reserve funds are designated for specific purposes, there may be situations where internal short-term borrowing is allowed to meet immediate funding needs, avoid external borrowing, or address emergencies, in accordance with applicable legislation.

If money from one reserve is used temporarily, it must be repaid with interest within five years. Each service may only borrow from its own reserves and cannot borrow from another service. Any internal borrowing or transfer of reserve funds must be approved by the Board through the Five-Year Financial Plan or an amended financial plan.

### **3. Surplus and Reserve Administration**

3.1. The administration of reserve funds is a joint responsibility between the General Manager, Budget Manager and the Chief Financial Officer.

### **4. Accounting for Reserves**

4.1. The reserve funds will be recorded in the financial records accordingly and can only be used for the service that provided funds for the reserve. Each reserve for each service will be approved by the Board of Directors either through budget adoption or where required, by independent report. Reserves will be blended with the general cash and investment accounts. Any interest accrued will be allocated to each service on a prorated basis and applied to the reserve by the end of each fiscal year.

### **5. Responsibilities**

5.1. The Board Will:

- (a) Consider approval and amendments of the Policy on the recommendation of the CAO.
- (b) Reserve funding requirements will be presented to the Board each year for review and consideration. The Board holds the final authority and responsibility to approve or deny contributions required to achieve the reserve levels specified within this policy. Board approval is usually achieved by adoption of the Financial Plan Bylaw each year or Board Report by way of motion. It is the responsibility of the staff to present recommendations that align with this policy and address the organization's needs.

5.2. The Chief Administrative Officer Will:

- (a) Recommend any revisions or amendments to this Policy to the Board as required due to changes in statutes, accounting standards, and economic conditions.
- (b) Ensure that all funding and expenditures for Statutory Reserve funds are deposited in accordance with agreements, bylaws, policy, and legislation.
- (c) Work with the CFO to determine the need for Operating and Capital Reserves and may waive the requirement for a reserve depending on the type of service.

5.3. The Chief Financial Officer or Designate Will:

- (a) Conduct an annual review of all Operating and Capital Reserve balances.
- (b) Regularly monitor and assess the Operating and Capital Reserve to ensure compliance with the Policy.
- (c) Determine appropriate Operating and Capital Reserve levels and strategies for reaching recommended levels without undue pressure on the budget.
- (d) Manage adjustments to Capital Plans and Asset Management Plans that may require adjustments to reserve targets.
- (e) Regularly monitor and assess the Statutory Reserves to ensure compliance with the guidelines.
- (f) Recommend changes to agreements, bylaws, policy, and legislation that may require adjustments to reserve targets.
- (g) Ensure understanding of long-term financial needs within services by working with the General Manager, to ensure funds are available and planned for accordingly.
- (h) Invest reserve amounts appropriately according to any Regional District Investment Policy and ensure interest is allocated to the reserves at the end of the fiscal year.
- (i) Consider and approve creation of new reserve accounts when required.
- (j) Consider and approve changes to reserve accounts when requested.
- (k) Make a reserve report available to leadership upon request.
- (l) Recommend any revisions or amendments to this Policy, as may be required from time to time, as a result in changes in applicable accounting standards, economic conditions, or other related changes.

5.4. The General Manager Will:

- (a) Request creation of new reserve accounts from the Chief Financial Officer or designate.
- (b) Request changes (i.e., transfers, expenditure, and name changes) to reserve accounts from the Chief Financial Officer or designate.
- (c) Monitor reserve balances relating to the Service area(s) and ensure permitted usage and minimum and maximum levels are adhered to.
- (d) Ensure understanding of long-term financial needs within services they oversee, that may require future investment or funding, and work with the CFO to ensure that funds are planned for and available accordingly.

**6. Objectives**

6.1. Long-Term Financial Stability:

- (a) Maintain reserve levels to achieve financial health and stability for the Regional District.
- (b) Balance costs to maintain healthy reserves with stable tax levies for current and future taxpayers.
- (c) Buffer against unusual cost increases and revenue volatility over multiple budget cycles.

6.2. Operating Emergencies:

- (a) Maintain reserves to minimize financial impacts of unforeseen emergencies and service interruptions.
- (b) Prevent risks to infrastructure and public safety from inclement weather, catastrophic events, legal claims, etc.

6.3. Asset Management:

- (a) Safeguard assets by maintaining reserves to mitigate the risk of asset failure.
- (b) Utilize asset management plans to guide reserve allocations for maintenance and replacement.

#### 6.4. Financing New Capital Assets:

- (a) Utilize reserves to finance new capital assets, which will require matching one-time funds to one-time projects within each reserve. In many cases funds in a reserve are tied to a project or capital item, it is important to ensure a portion of the reserve balance is available for new capital opportunities (one-time projects).
- (b) Leverage external funding opportunities for rapid response to infrastructure needs.

### 7. Reserve Categories

#### 7.1. Operating Reserve

The Regional District will endeavour to maintain Unappropriated Surplus balances in its operating reserves for Services administered by the Regional District.

##### (a) Operating Reserve Funds Are Used to:

- i. Fund operating expenses within a service area budget.
- ii. Fund additional expenditures in annual budget.
- iii. Fund capital expenditures.
- iv. Offset reduction in revenue from user fees or other budgeted revenue.
- v. Use for unexpected/unplanned expenses, such as an event or emergency.
- vi. Support ongoing service delivery and revenue stabilization.
- vii. Address contingencies and emergencies requiring immediate funding.
- viii. Ensure operating reserves align with long-term financial plans and service delivery needs.
- ix. Establish reserve balance targets based on service area categorization and operational requirements.
- x. Review targets annually and adjust as necessary to maintain financial health and stability.
- xi. Maintain minimum levels for cash flow across regional services.
- xii. Replenish annually for operational stability.
- xiii. Provide working capital for projects that are utilizing operating budget revenues which will eliminate or reduce the need to borrow funds.
- xiv. Maintain a pool of funds for services that rely on user fees as a

revenue source and where if user fee revenue forecasts are not realized could result in a budget deficit position.

- xv. Maintain a pool of funds for services where there can be significant external pressures that impact forecasting, such as high inflationary cost.
- xvi. Maintain balances to cover uninsured asset failures and unplanned overruns.
- xvii. Allocate funds for new initiatives outside regular planning cycles.
- xviii. Provide flexibility for grant matching, new projects, or unforeseen opportunities.

(b) Operating Reserve Balance Targets

Ensure target funds are available in reserve, where deemed necessary.

Contributions to be made from related service to sustain a balance of:

- i. Minimum 1 Month average annual operating expenditures; and
- ii. Maximum 2 Months average annual operating expenditures.

## 7.2. Capital Reserve

(a) Capital Reserve Fund Usage

- i. Fund the costs of future capital works and the renewal, improvement, or replacement of current tangible capital assets.
- ii. Funds may be used to cover capital expenses within a Service Area budget.
- iii. Provide contingency funds for unexpected capital investments and infrastructure needs.
- iv. Ensure capital reserves align with long-term financial plans and service delivery needs.
- v. Establish reserve balance targets based on service area categorization and capital requirements.
- vi. Review targets annually and adjust as necessary to maintain financial health and stability.
- vii. Maintain balances to cover uninsured asset failures and unplanned capital overruns.

- viii. Capital and Equipment Reserve Funds are not permitted to be used to fund operations.
  - ix. For significant capital items, a separate capital reserve or equipment reserve can be established to earmark specific funds for that item.
- (b) Equipment Reserve Funds are reserves established to fund the costs of purchasing specific new or replacement equipment items.
- (c) Truck Replacement or Vehicle Reserves are a type of capital reserve specific to major truck or vehicle replacement for the fire services and other Service Areas that retain fleet vehicles.
- (d) Capital Reserve - Balance Targets  
Ensure target funds are available in reserve, where deemed necessary.
- Contributions to be made from related service to sustain a balance of:
- i. Minimum 1x average related amortization; and
  - ii. Maximum 3x average related amortization.

### 7.3. Dedicated Revenue Source/Statutory Reserve Requirements

- (a) Establish funds with dedicated revenue sources or statutory mandates where required.
- (b) Maintain Statutory Reserve Funds in accordance with current bylaws and legislation.
- (c) Budget Managers will check with the Chief Financial Officer prior to using funds from a Statutory Reserve Fund.
- (d) In special circumstances, guidance will be requested from the Province of British Columbia and the applicable ministries to determine if a proposed expenditure can use Statutory Reserve Funds as a funding source.

## 8. Conclusion

This integrated policy provides a comprehensive framework for reserve and surplus management, ensuring financial stability, risk mitigation, and sustainable service delivery within the Thompson-Nicola Regional District.



## Thompson-Nicola Regional District 2026-2030 Operating Plan - Final

### Department: Community & Emergency Services

### Service: Community Halls: Area B

	2026	2027	2028	2029	2030
<b>General Highlights</b>					
Change in Taxation from Previous Year (%)	-1.3%	16.7%	7.2%	4.8%	2.8%
Change in Taxation from Previous Year (\$)	(547)	6,716	3,366	2,396	1,478
Capital Reserve Balances	115,208	116,208	119,208	123,208	127,208
Operating Reserve Balances	-	-	-	-	-
Grant/Restricted Reserve Balances	-	-	-	-	-

<b>Income Statement by Year</b>					
	2026	2027	2028	2029	2030
<b>Revenues</b>					
<b>Regular Operating</b>					
Taxation	(40,200)	(46,915)	(50,281)	(52,677)	(54,155)
<b>Regular Operating Total</b>	<b>(40,200)</b>	<b>(46,915)</b>	<b>(50,281)</b>	<b>(52,677)</b>	<b>(54,155)</b>
<b>Internal</b>					
Surplus	(4,252)	-	-	-	-
<b>Internal Total</b>	<b>(4,252)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Revenues Total</b>	<b>(44,452)</b>	<b>(46,915)</b>	<b>(50,281)</b>	<b>(52,677)</b>	<b>(54,155)</b>
<b>Expenses</b>					
<b>Regular Operating</b>					
Grants-in-Aid	28,850	29,716	30,607	31,525	32,471
Insurance	2,731	2,813	2,897	2,984	3,073
Janitorial	9,000	9,250	9,500	9,750	10,000
Utilities	2,700	2,800	2,900	3,000	3,150
<b>Regular Operating Total</b>	<b>43,281</b>	<b>44,578</b>	<b>45,904</b>	<b>47,259</b>	<b>48,694</b>
<b>Internal</b>					
Admin Fees	1,171	1,337	1,377	1,418	1,461
Reserve	-	1,000	3,000	4,000	4,000
<b>Internal Total</b>	<b>1,171</b>	<b>2,337</b>	<b>4,377</b>	<b>5,418</b>	<b>5,461</b>
<b>Expenses Total</b>	<b>44,452</b>	<b>46,915</b>	<b>50,281</b>	<b>52,677</b>	<b>54,155</b>