

1. A history of the Town's annual surpluses and accumulated surplus since 2006

Annual surpluses (or simply the surpluses) are revenues left over from operations at the end of each year after expenses have been paid. These surpluses are collected in the **accumulated surplus (AS)** which acts as a piggy bank. There are 3 components to the AS: the **unappropriated surplus** – which *has not* been allocated, designated, or appropriated for any particular use, the **appropriated surplus** – which *has* been earmarked for some purpose, and the **reserve** which includes a working capital fund. (A screenshot on page 8 shows where to find the components of the AS in the 2025 Rapport Financier.)

In the 20 years since demerger the AS has undergone 4 distinct periods, Fig 2: the first chaotic 4 years up to 2009 as the Town struggled coming out of demerger, the 4-year growth period from 2010 to 2013, the stabilized 4-year period from 2014 to 2017, and the last 8 years of creating a “nest egg” and drawing on it for rec centre construction. Fig 1 showing the annual surpluses omits \$5M in land sales in 2020 & 2025. Fig 2 includes the land sales and funds withdrawn for rec centre construction.

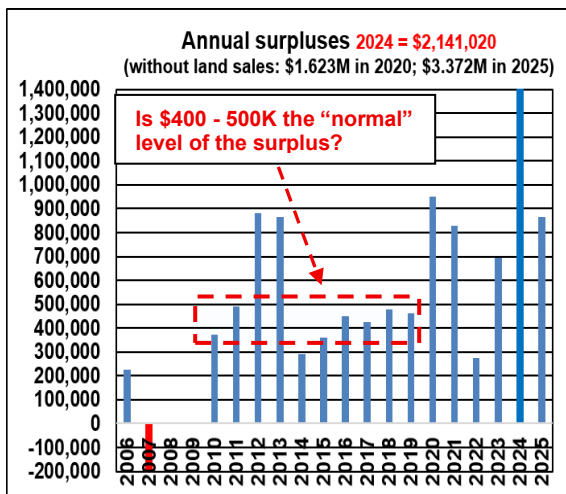


Fig 1

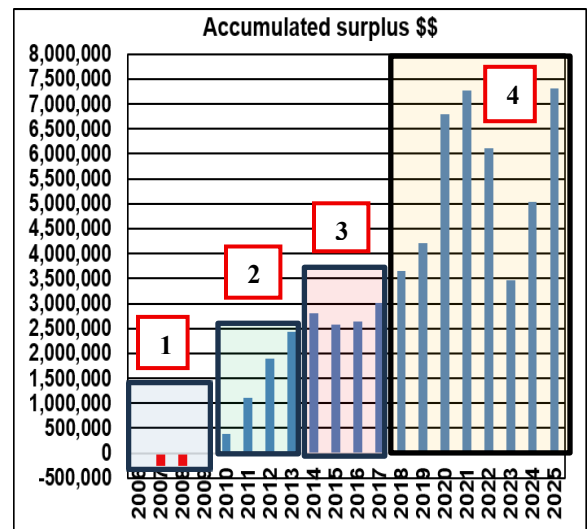


Fig 2

Period 1: Fiscal difficulty, zero AS growth. Demerger was not kind to us: we came in with a \$257K deficit in the AS at the end of 2005. Annual surpluses of \$224K in 2006 followed by a deficit of \$231K in 2007 and next to nothing in 2008 & 2009 left the AS negative before creeping up to \$23.6K in 2009 with the help of a \$282K “redressement” – which was some sort of recovery of funds.

Period 2: Linear growth from 2010 to 2013. The compound effect of steep tax increases, 27.2% from 2006 to 2010 – [see PDF-1](#), raised tax levels high enough to generate welcome surpluses of \$371K and \$490K in 2010 & 2011. Large surpluses of \$881K and \$867K in 2012 & 2013 quickly raised the AS to \$2.43M in 2013. Fiscal health was restored.

Period 3: Zero growth and stability from 2014 to 2017. The AS was stable and averaged \$2.75M. The return of fiscal health coupled with already high tax levels led to only a minimal 15.4% tax increase over the entire 11-year period from 2010 to 2021.

Period 4: Creating a “nest egg” & financing rec centre construction. Once the rec centre project gained momentum after 2017 there was huge growth in the AS. The \$2.6M jump in 2020 was largely due to sale of The Easton land to SAJO¹. As rec centre construction began the AS was reduced to \$3.5M in 2023 before being restored by larges surpluses in 2024 & 2025 despite continued spending on the rec centre.

¹ There have been 3 fortuitous land sales: \$1.623M to SAJO in 2020, and \$1.4M to U-Haul and \$1.972 to the province for land under Highway 20 both entering the AS in 2025.

2. Are large surpluses a good thing?

MoWest had a surplus of \$2.14M² (12.8% of total taxes) in 2024 which, on first consideration, seemed to be a cause for celebration – we must be doing something right!! However, unlike a business context, municipal surpluses are *not earned money or profits*. They simply represent over-taxation; taxpayers could have paid less and the Town would still have marched onward. *A municipality is not supposed to make a profit, only to provide services and good government.*

Unlike over-payment of income taxes which will be returned as a refund, over-payment of property taxes by law cannot be refunded. The problem is, *tax levels tend to be sticky, once they're up, they tend to stay up*, and then expenses fill the available space if not held in check.

In a highly-taxed town such as MoWest, it can be argued that municipal surpluses should be kept as low as possible – perhaps in the \$400 to \$500K range, or only large enough to sustain adequate funding in the AS.

However, budgeting is tricky and somewhat of a “dark art”: too much optimism about revenues and not enough pessimism about expenses risks creating a deficit. Particularly when there are sometimes unforeseen and extraordinary circumstances. *The reality is that there may often have been no way to have avoided large surpluses and the associated over-taxation.*

Rather than attempting to rein-in surpluses to minimize over-taxation, attention should instead be focused on limiting the growth of the AS and using the excess for tax mitigation.

3. Why should excess AS funds be used for tax relief?

In any town there will be a limit to what is realistically needed in the AS to support town operations. The issue is how to determine that limit and what to do with any excess.

- Since the AS is predominately created from over-taxation, and as we're the highest taxed municipality on the Island, it's only fitting that a good portion of the excesses should be returned to taxpayers.
- There is precedent. From 2021 through 2023 the Town used \$260K, \$170K, and \$100K from the accumulated surplus to offset a portion of the tax increases. These amounts corresponded to 1.9%, 1.2%, and 0.7% of final total property taxes. Larger amounts are now possible.
- Not using it for tax relief is inflationary³. Excess funds become a tempting source which may encourage spending that otherwise wouldn't occur, or which could have been delayed a little longer. Limiting the size of the AS restrains that temptation.

What shouldn't be done with excess AS funds: Accelerated repayment of debt from the AS should be prohibited in the interests of tax fairness as it penalizes past taxpayers while giving future ones a free ride. Section 3 of the SFP clearly, and correctly, advocates matching debt to users.

Municipal debt is not like homeowner mortgage debt where it makes sense to avoid interest charges by paying down as much debt upfront as possible, and later accelerating repayment. Unlike homeowners, taxpayers are not building up equity nor will they personally own the asset, or be able to dispose of it in the future.

Suspend using the AS for large capital expenses: SFP Section 1 promotes the use of the AS for capital expenses, which is fine if they're small. But there appear to have been some large rec centre expenses funded this way.

Towns with low tax levels are in a better position to fund large capital expenses from the AS instead of using debt. Westmount, for example, taxed to add \$12.6M in 2025 to its dedicated Pay-As-You-Go (PAYG) capital expense fund in addition to regular property taxes of \$96.9M. But their tax rate that year was only 64.7% of MoWest's.

Generating an AS sufficient to finance large projects places too much of a burden on taxpayers in already high-tax-level towns such as MoWest. Such capital spending should be limited to about **\$450K**.

Help for the taxpayer: Restricting capital spending from the AS to smaller projects with larger ones financed only by debt, foregoing accelerated repayment of debt, and limiting the size of the AS using any excess for tax relief will lessen the burden on the taxpayer.

² Due in part to some unexpected revenues and cost efficiencies found by Valentina.

³ The large 2025 AS has already attracted \$2,258,000 of vehicle purchases in 2026 and 2027, see Part 6. Some, such as a new street sweeper, are necessary, but we seem to be carrying a large fleet of Ford F-trucks whose primary purpose appears to be endless patrolling, as any dog-walker can testify and as Town fuel bills attest.

4. A proposed limit on the Accumulated Surplus

Based on historical data given in Part 5, I believe that limiting the AS to around **\$1.9M** will be sufficient to meet our needs. Four values need to be established: the maximum outflow, and the minimum balances in the three components of the AS. Here's what I found:

Maximum outflow: **\$500K**
 Minimum balances: unappropriated surplus: **\$250K**
 appropriated surplus: **\$800K**
reserve: \$350K
 Limit on the AS: **\$1.9M**

The limit may even be lower, but in the rare case that it's insufficient, the Town has a line of credit available as a backstop.

The remaining sections contain a lot of data which may require more time than you wish to invest. Here's what follows:

5. Data for establishing the limit
6. Upcoming spending from the AS
7. Historical funding of capital expenses
8. How much of the AS was used for rec centre construction?

5. Data for establishing the AS limit

Historical data is used to determine the maximum overall outflow and minimum balances in the individual AS components. A brief description of the components is included. Rec centre construction dominated recent activity.

1. There are two **outflows** from the AS: to **capital expenses** and to the **operating budget**, Fig 3.

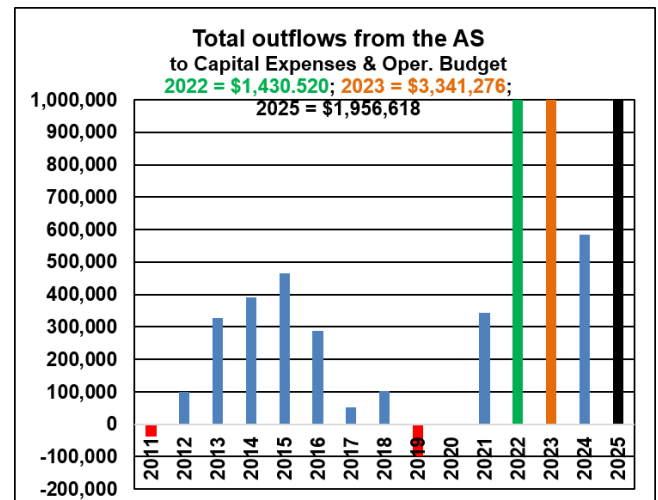
AS contributions to **capital expenses** since 2012 represented 13.0% of total capital expense funding⁴. However, 81.8% of this AS funding occurred during the rec construction period⁵. Outflows to the **operating budget** are made from the unappropriated and appropriated surplus components. The reserve, on the other hand, receives *inflows* such that 40% of the time there was a net inflow from the operating budget-- the red data.

Total outflows from the AS			
	Outflow to	Net out to	Total
	Cap. Exp.	oper. bdgt	outflow
2011	0	-38,593	-38,593
2012	57,214	43,137	100,351
2013	35,147	293,522	328,669
2014	376,337	14,582	390,919
2015	302,650	162,142	464,792
2016	42,763	245,583	288,346
2017	60,680	-9,678	51,002
2018	329,567	-225,808	103,759
2019	0	-98,819	-98,819
2020	344,248	-344,248	0
2021	0	343,729	343,729
2022	1,256,173	174,347	1,430,520
2023	3,198,325	142,951	3,341,276
2024	460,345	123,303	583,648
2025	2,059,223	-102,605	1,956,618
TOTALS	8,522,672	723,545	9,246,217

Fig 3

(The blue boxes in the table indicate spending greater than \$500K.)

Fig 4



Prior to the rec centre construction period, the maximum outflow was \$464,792 in 2015 which suggests a limit of **\$500K**.

⁴ Since 2012 government grants/transfers funded 45.0% of capital expenses, debt 31.7%, 13.0% from the AS, and 10.3% from the operating budget (including \$1.42M in 2024). See Part 6.

⁵ A few of these outflows may have been to projects other than the rec centre. For example, \$858,748.56 was spent on a new electrical entry and stairs for the Town Hall in 2025.

2. The unappropriated surplus is funded from the operating budget by the yearly annual surpluses. It supplies money to the appropriated surplus -- \$6,738,049 by the end of 2025, and created the reserve.

A total of \$1,919,151 was transferred to **capital expenses** with 65.2% of this in 2025. Another \$810,488 was sent to the **operating budget**, perhaps to alleviate cashflow problems.

Minimum balance: Because it acts as a storage area for annual surpluses – which can't be controlled, and as a distribution conduit for funding the appropriated surplus, it's difficult to specify a minimum balance. Nevertheless, when the existing SFP was written in 2017 with a previous-year balance of \$1.23M, bullet 2 recommended a minimum of \$200K, which must have reflected the knowledge and experience of Valentina & Colleen at the time.

Let's add \$50K giving a minimum balance of **\$250K**.

Fig 5

Unappropriated surplus: Inflows and outflows							
	Inflow from	Out to	Out to	Out to	Out to	In from	Closing
	annual surplus	Ops budget	Cap. Exp.	Reserve	Approp	Red'r's's'm't	Balance
2006	224,168	0	0	0	0		-33,202
2007	-231,100	0	0	0	0		-264,302
2008	5,934	0	0	0	0		-258,368
2009	-481	0	0	0	0	282,500	23,651
2010	370,861	0	0	0	0		394,512
2011	489,755	20,467	0	200,000	0	190,248	854,048
2012	880,757	0	0	0	219,000		1,515,805
2013	867,005	81,562	28,516	0	94,900		2,177,832
2014	291,495	7,168	92,515	325,000	7,500		2,037,144
2015	359,323	138,417	212,571	0	66,010	277,460	2,256,929
2016	449,380	254,300	4,982	975,000	242,165		1,229,859
2017	426,079	0	0	0	0		1,655,939
2018	478,491	0	328,780	0	0	50,000	1,855,651
2019	462,813	0	0	0	74,896		2,243,568
2020	2,573,049	0	0	0	1,925,000		2,891,617
2021	826,508	0	0	0	40,000		3,678,126
2022	275,649	0	0	0	2,316,992		1,636,783
2023	695,345	0	0	0	1,382,207		949,922
2024	2,141,020	123,081	0	0	351,332		2,616,529
2025	4,236,447	185,493	1,251,787	0	18,047		5,397,649
TOTALS	15,822,498	810,488	1,919,151	1,500,000	6,738,049	800,208	

The \$50,000 inflow in 2018 was needed to reach the final balance given in the Rapport. It's a "plug" number and not necessarily a "Redressement" or recovery.

3. The Appropriated Surplus is funded from the unappropriated surplus. Its function is to appropriate and save funds for specific capital projects, and disburse them as required.

Outflows to **capital expenses** since 2012 represented 81.8% of total component outflows, Fig 6. Of these, 98.9% occurred during rec centre construction; only a paltry \$59.5K was spent earlier. So, in normal years it has provided negligible support.

65.8% of outflows to the **operating budget** were made during the construction period. Like the unappropriated surplus, it's not clear what their function is unless it's to hedge against cash flow problems, (If unused, their effect would be to artificially plump up the operating surplus and they'd eventually find their way back to the unappropriated surplus as part of the year-end surpluses.)

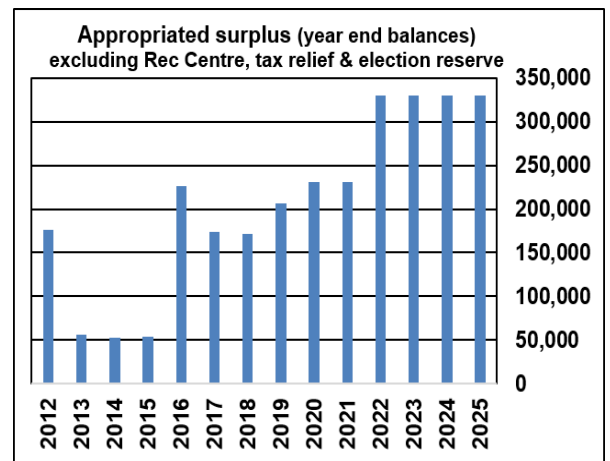
Prior to 2021 the appropriated surplus was a "sleepy little fund" that didn't do much except for 2013 when **\$215,148** was sent to the operating budget.

Appropriated surplus: Inflows & outflows				
	In from	Out to	Out to	Closing
	Unapprop	Cap. Exp.	Ops budget	Balance
2012	219,000	0	43,137	175,863
2013	94,900	0	215,148	55,615
2014	7,500	0	10,602	52,513
2015	66,010	0	65,295	53,228
2016	242,165	37,781	31,861	225,751
2017	0	20,943	30,900	173,908
2018	0	787	1,790	171,332
2019	74,896	0	0	246,228
2020	1,925,000	0	0	2,171,228
2021	40,000	0	343,729	1,867,499
2022	2,316,992	1,256,173	174,347	2,753,970
2023	1,382,207	3,099,575	142,951	893,651
2024	351,332	460,345	222	784,416
2025	18,047	367,190	105,200	330,073
TOTALS	6,738,049	5,242,794	1,165,182	

% during construction 98.9% 65.8%

Fig 6

Fig 7



What are typical appropriations? The Rapports Financier provide a snapshot of the unappropriated surplus contents at the end of each year, though there may be other ad hoc appropriations during the year. Aside from two instances of tax relief, an election fund, and recent rec centre commitments, the earmarks are surprisingly uninspiring and static: a "Grefte" which has sat at just under \$26K since 2016, emerald ash borer tree inoculations at under \$2K since 2018, Town Hall foundations stuck at \$128,544 since 2018, climate contingency at \$75K since inception in 2020, facades & filtres d'eau at \$99K since 2022, Fig 8 next page. (Page 8 gives the 2025 description of the appropriated contents.)

Minimum balance: Excluding rec centre spending, tax relief and the election reserve, there has never been a year-end balance of more than **\$330K** – bottom row in Fig 8, and Fig 7 previous page. Adding back an \$80K election fund, to be built up by \$20K each year, brings the total to **\$410K**.

Rapport page	Pg 29	Pg 28	Pg 26	Pg 23	Pg 25	Pg 24	Pg 17-1	Pg 17-2	Pg 16-1	Pg 16-1	Pg 16-1	Pg 16-1	Pg 16-1	Pg 16-1
	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Greffé (Clerk's office?)	25,629	25,629	25,629	25,629	25,762	25,762	25,762	25,762	25,762	25,762	33,448	40,308	44,900	
Arbres (Azin 2020)	1,750	1,750	1,922	1,922	1,922	1,922	1,922	1,922	3,710	3,864	6,431	1,490		
Hotel de Ville – fondation	128,544	128,544	128,544	128,544	128,544	128,544	128,544	128,544	129,332	150,275				
Contingences climatique	75,000	75,000	75,000	75,000	75,000	75,000								
Facades, filtres d'eau	99,150	99,350	99,400	99,000										
Fonds elections	0	86,952	68,903	50,855	36,271	80,000	40,000							
Nouveau centre recreatif	0	333,283	0	1,600,000	1,600,000	1,600,000								
Architecte	0	33,907	494,253	672,420										
Tax relief				100,000		260,000								
Winter contingencies							50,000							
Canada Post								2,610	2,610	2,610	2,634			
Entretien des parcs								555	555	555	555	555	555	555
Fontaines d'eau								308	308	308	308	308	308	309
Centre Communautaires								1,779	1,779	29,470				
Westminster curb intersect.								9,852	9,852	9,852	9,852	9,852	9,852	140,000
PIIA										3,055				
Sidewalks														35,000
Totals	330,073	784,415	893,651	2,753,370	1,867,499	2,171,228	246,228	171,332	173,908	225,751	53,228	52,513	55,615	175,864
less Rec Ctr, relief, election	330,073	330,273	330,495	330,095	231,228	231,228	206,228	171,332	173,908	225,751	53,228	52,513	55,615	175,864

There was a 3rd tax relief of \$170,000 which should appear in the cell outlined in green, but it was never recorded in the Rapport appropriated surplus breakdown.

Fig 8

Apart from the three excluded appropriations, most others seem to have been little used and might be funded by the operating budget when and if needed. Perhaps it's time to replace them with more useful appropriations. In view of the \$2,258,000 spike in catch-up spending on vehicles planned for 2026 & 2027 – described in Part 6, the Town might consider creating a **vehicle replacement fund** -- perhaps adding \$130K a year up to a total of **\$390K**.

Combining the \$410K typical balance and the \$390K for a new vehicle replacement fund gives a minimum balance of **\$800K**.

4. The Reserve was established in 2011. Its main component is the **Working Capital** fund which was mandated by Bylaw 2011-007 to contain \$1.5M, though the \$1.5M transfer from the unappropriated surplus was only completed in 2016 and not all of the funds reached working capital until 2019, Fig 10. The **"Other"** component has generally contained unused portions of loans including a mysterious \$221,817 contribution in 2018 – which also appears as a receivable every year when net debt is calculated in the Rapports.

	Reserve: Inflows and outflows						Closing Reserve
	In from Unapprop	In from Ops budget	Out to Cap. Exp.	In from closed loan	In from closed loan	Out to Bal. CE	
2011	200,000	59,060	0				259,060
2012	0	0	57,214				201,846
2013	0	3,188	6,631				198,430
2014	325,000	3,188	283,822		468,512		711,281
2015	0	41,570	90,079			387,236	275,536
2016	975,000	40,578	0			81,276	1,172,742
2017	0	40,578	39,737				1,173,584
2018	0	227,598	0	221,817			1,622,998
2019	0	98,819	0				1,721,817
2020	0	344,248	344,248				1,721,817
2021	0	0	0				1,721,817
2022	0	0	0				1,721,817
2023	0	0	98,750				1,626,067
2024	0	0	0				1,635,642
2025	0	393,298	440,246				1,588,655
TOTALS	1,500,000	1,252,125	1,360,727	221,817	468,512	468,512	

Misstatement: The final value of the Reserve in 2015 (Rapport pg S23-1) was \$275,536, whereas the value quoted in the 2016 (pg S23-1) was \$238,400

	Year end	Components of the Reserve				
	Balance in	Working	Components of "Other"			Total
	Reserve	capital	Parks	Parking	Balance of loan	Other
2011	259,060	200,000	35,060	24,000		59,060
2012	377,709	168,118	9,727	24,000		33,727
2013	254,018	171,306	9,727	17,370		27,097
2014	763,794	215,673	9,727	17,369	468,512	495,608
2015	238,440	157,164	9,727	27,369	81,276	118,372
2016	1,172,742	1,172,742				0
2017	1,173,584	1,173,584				0
2018	1,622,998	1,401,181			221,817	221,817
2019	1,721,817	1,500,000			221,817	221,817
2020	1,721,817	1,500,000			221,817	221,817
2021	1,721,817	1,500,000			221,817	221,817
2022	1,721,817	1,500,000			221,817	221,817
2023	1,626,067	1,404,250			221,817	221,817
2024	1,635,642	1,413,825			221,817	221,817
2025	1,588,655	1,366,838			221,817	221,817

Fig 9

Fig 10

The maximum outflow to **capital expenses** was \$283,822 in 2014, Fig 9. (The \$344,248 outflow in 2020 was entirely funded by an inflow of the same amount from the operating budget, while the \$440,246 outflow in 2025 was nearly matched by \$393,298 from the operating budget. It's not clear why these capital expenses weren't funded directly from the operating budget as others have been – see Part 7.)

What does it do?: The function of the Reserve has perplexed me: there has been a dynamic exchange between a total inflow of \$1,252,125 from the operating budget that has supported an outflow of \$1,360,727 to capital expenses, Fig 9 previous page. But this seems a rather roundabout way of funding capital expenses.

According to an AI query working capital is used as “a financial cushion and liquidity buffer to fund day-to-day operations, manage cash flow gaps, and pay short-term obligations”. Cash flow problems might arise if there’s a large expense before property tax payments have been received.

Minimum balance: Four identical end-of-year balances of \$1,721,817 from 2019 to 2022 indicate that there was *no* activity during that period. And in the 3 years since, the balance has hovered around \$1.6M suggesting little activity. *There appears no reason to maintain a large balance.* Perhaps either Lauren, Colleen or Valentina can elaborate.

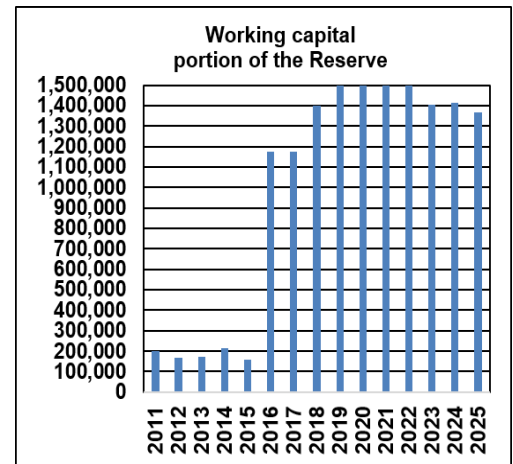


Fig 11

From my naïve viewpoint the reserve seems to be passive and not really of much use. But in order to cover the maximum \$284K outflow in 2014, let's set a minimum balance of **\$350K**.

6. Upcoming spending

The Town has planned an ambitious capital spending program for 2026 to 2028 which includes welcome infrastructure renewal in all 3 years. A total of \$14,517,539 will be spent which is an impressive 22.1% of *all* capital spending from 2012 to 2025 – Part 7. [See spending](#) (starting on page 11)

Where's the money coming from? Debt and government grants will finance 71.2%. The remaining \$4,183,000 will come from the AS; this represents 49.1% of all AS capital spending from 2012 to 2025 -- including the heavy-spending rec construction period. (From 2012 to 2025 13.0% of capital expenses were financed from the AS. Here it's 28.8%, or more than double, which may be due to its large \$7.3M balance at the end of 2025.)

Spending from the **unappropriated surplus** is projected to be \$2,298,500 which is 42.6% of its 2025 balance. The **appropriated surplus** will supply \$575K for the Town Hall foundation. **Working capital** will contribute \$1,309,500, or 82.4% of its 2025 balance. (This may be an indication that the working capital fund is being wound down to a more realistic balance.)

Note: This is *projected* spending. Jonathan mentioned at a council meeting earlier in the year that the two \$900K projections for Westminster traffic measures and the \$1M for reconfiguring the Avon/Milton/Ronald interchange would not necessarily all be spent.

UPCOMING CAPITAL EXPENSES FUNDED FROM THE AS			
2026			
Courtney 2026 (2026 Bdgt)	TECQ & debt		3,845,039
Westminster crossing Phase 1 2026 (2026 Bdgt)	Unapprop		100,000
PW Vehicles 2026 (2026 Bdgt)	Working Cap		1,234,500
Sidewalks 2026 (2026 Budget)	Unapprop		250,000
Bixi	Unapprop		100,000
			5,529,539
	From the AS		1,684,500
2027			
Infrastructure Renewal TBD 2027 (2026 Bdgt)	Debt		2,100,000
Rec fleet vehicle 2027 (2026 Bdgt)	Working Cap		75,000
PW vehicles 2027 (2026 Bdgt)	Unapprop		948,500
Westminster Study & P1 eval 2027 (2026 Bdgt)	Debt		900,000
Courtney stairs 2027 (2026 Bdgt)	Debt		187,000
Town Hall foundation 2027 (Bdgt 2026)	Approp		575,000
			4,785,500
	From the AS		1,598,500
2028			
Infrastructure Renewal TBD 2028 (2026 Bdgt)	Debt		2,100,000
Westminster level Phase 2 2028 (2026 Bdgt)	Debt		202,500
Westminster Study & eval P2 2028 (2026 Bdgt)	Unapprop		900,000
Avon/Milton/Ronald inter. 2028 (2026 Bdgt)	Debt		1,000,000
			4,202,500
	From the AS		900,000
Total 3-year spending from the AS			4,183,000

Fig 12

(I was surprised that \$900K is to be taken from the unappropriated surplus to study & evaluate Westminster Phase 2 in 2028, whereas an identical amount to study & evaluate Phase 1 in 2027 is to be funded by debt. And might the \$575K for the Town Hall foundation also be funded by debt?)

7. Historical funding of capital expenses

Since 2012 federal & provincial government grants funded 45.0% of capital spending, debt 31.7%, the accumulated surplus 13.0% and the operating budget 10.3%.

Financing Capital Expenses										
	Capital Investment	From Governm't transfers	From Debt	From Operating Budget	From the AS components			Total from AS	Total from AS & Op Bdgt	Total inflows
					Unapprop	Approp	Reserve			
2006	-286,083	0	0	0	0	0	0	0	0	0
2007	-1,061,726	0	1,500,000	0	0	0	0	0	0	1,500,000
2008	-7,054,692	15,184	0	2,558	0	0	0	0	2,558	17,742
2009	-6,656,571	845,467	9,859,100	1,253	0	0	0	0	1,253	10,705,820
2010	-1,230,429	3,742,253	3,053,332	235,294	0	0	0	0	235,294	7,030,879
2011	-3,494,815	1,718,563	1,856,000	200,399	0	0	0	0	200,399	3,774,962
2012	-1,142,814	356,650	0	170,523	0	0	57,214	57,214	227,737	584,387
2013	-3,256,094	900,850	0	230,850	28,516	0	6,631	35,147	265,997	1,166,847
2014	-3,214,203	733,109	2,192,450	410,368	92,515	0	283,822	376,337	786,705	3,712,264
2015	-2,153,118	1,016,534	2,018,590	383,152	212,571	0	90,079	302,650	685,802	3,720,926
2016	-1,294,770	646,906	162,466	437,856	4,982	37,781	0	42,763	480,619	1,289,991
2017	-3,008,363	1,442,700	0	524,800	0	20,943	39,737	60,680	585,480	2,028,180
2018	-2,494,842	643,618	1,202,296	430,634	328,780	787	0	329,567	760,201	2,606,115
2019	-3,308,111	1,020,300	873,800	663,120	0	0	0	0	663,120	2,557,220
2020	-641,058	0	1,779,700	182,744	0	0	344,248	344,248	526,992	2,306,692
2021	-3,231,516	2,795,653	0	555,295	0	0	0	0	555,295	3,350,948
2022	-1,645,041	15,469	305,831	204,433	0	1,256,173	0	1,256,173	1,460,606	1,781,906
2023	-3,815,511	339,346	0	222,624	0	3,099,575	98,750	3,198,325	3,420,949	3,760,295
2024	-24,298,407	15,404,381	0	1,422,918	0	460,345	0	460,345	1,883,263	17,287,644
2025	-12,209,019	4,082,913	12,219,730	873,696	1,251,787	367,190	440,246	2,059,223	2,932,919	19,235,562
Totals	-85,497,183	35,719,896	37,023,295	7,152,517	1,919,151	5,242,794	1,360,727	8,522,672	15,675,189	88,418,380
Since 2012	-65,712,867	29,398,429	20,754,863	6,713,013	1,919,151	5,242,794	1,360,727	8,522,672	15,235,685	65,388,977
		45.0%	31.7%	10.3%	2.9%	8.0%	2.1%	13.0%	23.3%	
Percentages are of total inflows to capital expenses: \$65,388,977 since 2012.										

Fig 13

8. How much of the AS was used for rec centre construction?

The \$7.0M AS capital spending between 2021 and 2025 was not all used for rec centre construction. But, without access to specific records, the best that can be done is to calculate what was used by removing known sources of funding from the estimated cost.

The Rapport Financier indicated a rec centre cost of \$37,641,458 at the end of 2025. However, the total based on the yearly list of contracts that the Town has on its website is \$38, 997,740 including the Zamboni (\$163K) and legal fees related to the SAJO lawsuit (\$50K at end of 2024). These figures do not include what was paid in 2026 nor construction holdbacks which could push the total well over \$40M. Items such as office equipment and furnishings may have been charged to a separate budget. Let's be optimistic and use \$41M.

Estimated cost	41,000,000
less Federal & Provincial grants	12,556,727
less Desiree funding	3,767,018
less Canadian Municipalities grant	2,000,000
less donations	2,000,000
less land sales	4,995,464
less bank loan	12,219,730
Total funding	37,538,939
Funded from the accumulated surplus	3,461,061

The impact of using the AS instead of debt for this long-life capital asset is that past taxpayers unfairly paid \$3.46M while future taxpayers will have contributed nothing. It could easily have been financed by debt producing a total loan of \$15,680,791. (Debt room was available since the original loan in 2023, Bylaw 2023-001, was for \$27,318,686.)

Any amounts that may have been financed from the operating budget, particularly the \$1.42M in 2024, similarly represent a burden on past taxpayers as operating budget funds are derived from taxes.

Where to find the accumulated surplus balances and the actual appropriations

This is page 29 of the 2025 Rapport Financier. See it [here](#).

The are the balances in the 3 components of the accumulated surplus:

- unappropriated surplus (Excedent non affecté)
- appropriated surplus (Excedent affecté)
- reserve

		2025	2024
Excédent (déficit) accumulé			
Excédent (déficit) de fonctionnement non affecté	1	5 397 649	2 616 529
Excédent de fonctionnement affecté	2	330 073	784 415
Réserves financières et fonds réservés	3	1 588 655	1 635 642
Dépenses constatées à taxer ou à pourvoir	4	(1 029 264)	(1 072 124)
Financement des investissements en cours	5	(43 170)	(7 069 716)
Investissement net dans les immobilisations et autres actifs	6	42 231 537	43 360 508
Gains (pertes) de réévaluation cumulés	7		
	8	48 475 480	40 255 254
VENTILATION DES DIFFÉRENTS ÉLÉMENTS			
Excédent (déficit) de fonctionnement non affecté			
Administration municipale	9	5 397 649	2 616 529
Organismes contrôlés et partenariats ¹	10		
	11	5 397 649	2 616 529
Excédent de fonctionnement affecté			
Administration municipale			
▪ greffe	12.1	25 629	25 629
▪ arbres	12.2	1 750	1 750
▪ Hotel de Ville - fondation	12.3	128 544	128 544
▪ contingences climatiques	12.4	75 000	75 000
▪ fonds élection	12.5		86 952
▪ façades, filtres d'eau	12.6	99 150	99 350
▪ architecte	12.7		33 907
▪ nouveau centre récréatif	12.8		333 283
	13	330 073	784 415
Organismes contrôlés et partenariats ¹			
▪	14.1		
	15		
	16	330 073	784 415

1. Les éliminations sont imputées aux organismes contrôlés et partenariats.

Here are the specific appropriations at the end of 2025.