

# 2026 - 2030 Recommended Financial Plan

Comox Strathcona  
Waste Management  
Service 391

CSWM Board

January 8, 2026



# 2026 Recommended Budget Highlights

- The 2026 Operating Budget is approximately \$22 million and represents a 6.5% increase (\$1.3 million) from the 2025 budget
- Sales of Services saw an increase of 2.1 million from 2025, primarily due to increased tipping fees and expected growth in material volume
- Taxation was maintained at the 2025 rate; totalling \$5.5 million
- 2025 Carry forward projects include 3.7 million in capital projects & \$352,000 operational projects
- 2026 Capital Plan is \$9.7 million and includes carry forward amounts

# Funding Mix – Utility (User Fees) & Taxation

Utility (User Fees) & Taxation						
	2025	2026	2027	2028	2029	2030
Recommended Sale of Service Revenue	\$12,338,351	\$14,446,051	\$15,356,188	\$16,332,436	\$16,611,377	\$17,190,750
Sale of Service as a percentage of overall revenue	65.9%	69.4%	70.6%	71.5%	71.9%	72.6%
Recommended Taxation	\$5,500,000	\$5,500,000	\$5,500,000	\$5,500,000	\$5,500,000	\$5,500,000
Taxation as a percentage of overall revenue	29.3%	26.4%	25.3%	24.1%	23.8%	23.2%
Recommended Operating Revenue	\$18,733,351	\$20,811,051	\$21,754,501	\$22,830,686	\$23,109,627	\$23,689,000

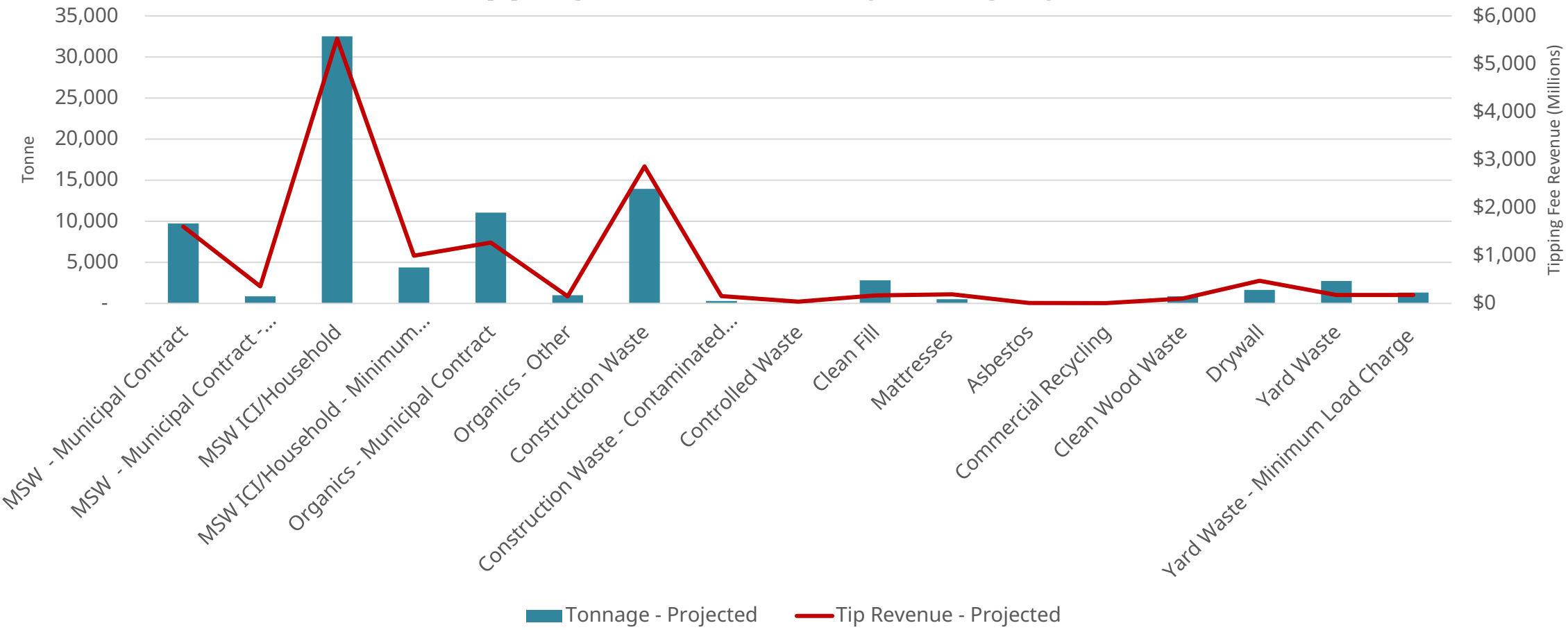
# Tipping Fees – Approved and Recommended

Tipping Fees					
Material ID	Approved Rates		Recommended 2027-2030 Financial Plan		
	2025	2026	2027	2028/29	2030
MSW - Municipal Contract	155	165	165	170	170
MSW ICI/Household	165	170	170	175	175
Organics - Municipal Contract	110	115	115	120	120
Organics - Other	130	150	150	150	170
Construction Waste	205	205	220	225	225
Controlled Waste	200	250	250	250	250
Clean Fill	60	60	60	70	80
Mattresses	20	20	20	20	25
Asbestos	310	310	325	340	350
Commercial Recycling	60	60	70	70	80
Clean Wood Waste	120	120	120	130	140
Drywall	285	285	285	300	315

# 2026 Tipping Revenue and Tonnage by Material

	2026 Tonnage - Projected	2026 Revenue Projection	% of Total Revenue
MSW - Municipal Contract	9,721	\$1,604,034	11.3%
MSW - Municipal Contract - Contaminated Load	872	359,582	2.5%
MSW ICI/Household	32,510	5,526,744	38.8%
MSW ICI/Household - Minimum Load Charge	4,375	995,153	7.0%
Organics - Municipal Contract	11,044	1,270,089	8.9%
Organics - Other	1,000	150,000	1.1%
Construction Waste	13,938	2,857,307	20.0%
Construction Waste - Contaminated Load	300	153,750	1.1%
Controlled Waste	149	37,258	0.3%
Clean Fill	2,802	168,145	1.2%
Mattresses	525	190,000	1.3%
Asbestos	31	9,486	0.1%
Commercial Recycling	102	6,120	0.0%
Clean Wood Waste	867	104,040	0.7%
Drywall	1,654	471,463	3.3%
Yard Waste	2,723	176,981	1.2%
Yard Waste - Minimum Load Charge	1,326	174,899	1.2%
<b>Total</b>		<b>\$14,255,051</b>	

# 2026 Tipping Fee Revenue by Category



# **2026 Operational Budget \$22 million**

## **Proposed to Recommended Changes (\$1.18 million)**

2025 Surplus and 2025 Carry Forward projects

- The 2025 surplus is estimated to be \$1.14 million
  - \$352,000 is related to 2025 operational projects and initiatives
  - \$788,000 surplus transferred equally to the Capital Works Reserve and the Future Expenditure Reserve

# **2026 Capital Budget \$9.2 Million**

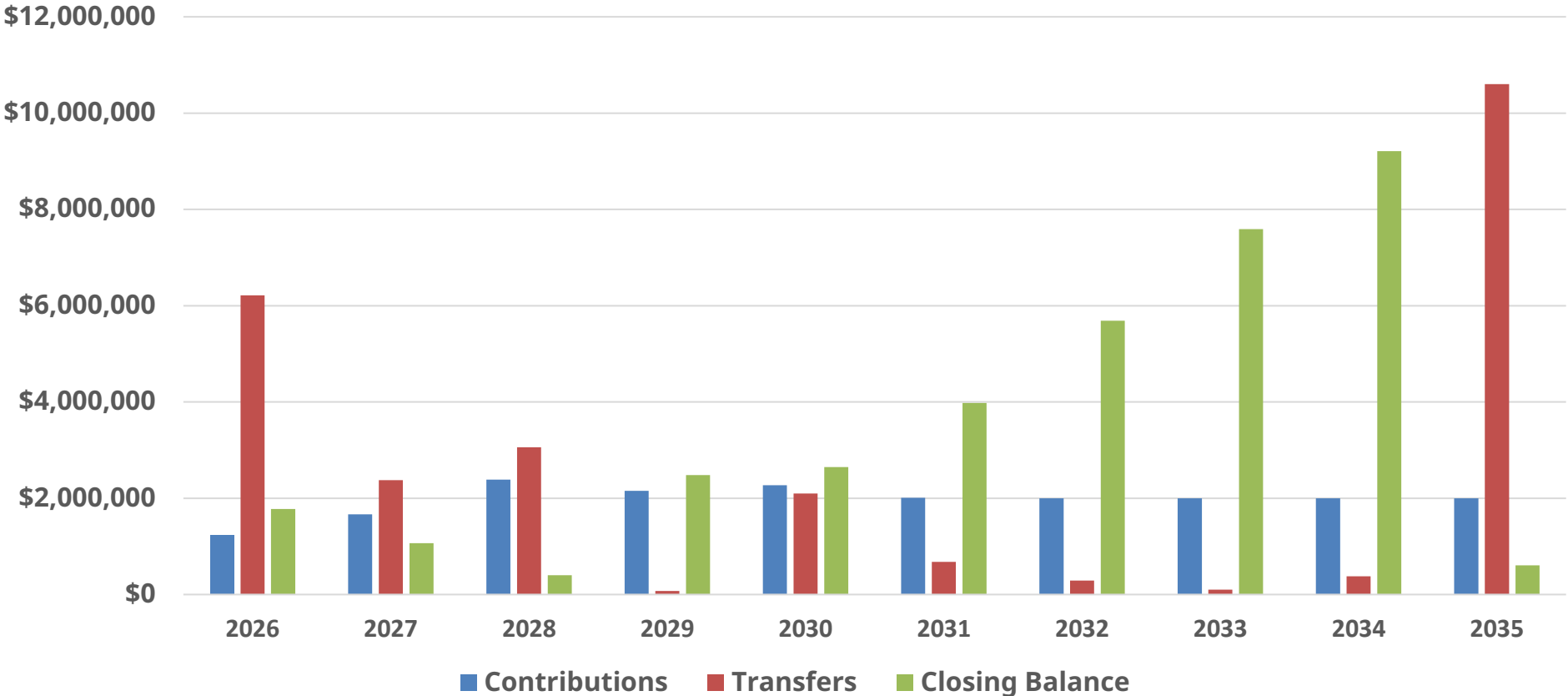
## **Proposed to Recommended Change - \$3.73 Million**

- Changes from proposed budget to recommended include:
  - Project no. 1054 Machinery & Equipment increased \$356,000
  - Project no. 1051 and 1122 Landfill Closures reduced (\$291,545)
  - Project no. 1029 Annual Capital Projects reduced (\$40,000)
  - 2025 Carry Forward Projects of \$3.7 million



# Recommended Financial Plan Highlights

## Capital Works Reserve (830)



# 2026 Requisition Apportionment by Area

Estimated Taxation Requirement - 2026		\$5,500,000		
Municipal Members - Converted Value General Purpose Assessment,		Greater of \$7,000,000 or \$1.00 per \$1,000 -		
Electoral Areas Converted Value Hospital Purpose Assessment		100% Assessment		
Participant	Net Taxable Assmt	Converted Value	Levy	Max Levy \$ > of \$7,000,000 or \$1.00 per \$1,000. assessed value
0-771-CNR-SRVA#66	\$12,008,739,692	\$1,293,986,460	\$1,399,129	\$12,008,740
0-772-CRR-SRVA#57	4,196,746,184	485,689,916	525,155	4,196,746
0-784-CNR-SRVA#57	120,714,055	27,544,511	29,783	120,714
Campbell River	11,295,130,366	1,298,147,937	1,403,629	11,295,130
Comox	5,311,900,998	561,094,711	606,686	5,311,901
Courtenay	10,334,949,599	1,198,045,039	1,295,392	10,334,950
Cumberland	1,539,782,640	175,532,061	189,795	1,539,783
Ka:'yu:k't'h/Che:kt'les7	273,200	64,991	70	273
Gold River	221,838,956	26,845,641	29,027	221,839
Sayward	67,600,050	7,983,680	8,632	67,600
Tahsis	80,306,600	9,000,715	9,732	80,307
Zeballos	21,219,350	2,746,165	2,969	21,219
				-
Total	\$45,199,201,690	\$5,086,681,827	\$5,500,000	\$45,199,202
Approx. Residential Rate per \$1,000			\$0.1081255	
Equivalent Maximum Levy Rate			\$1.0000000	
Assessed Value Based on 2026 Completed Roll Reports Recommended Budget January 2026				

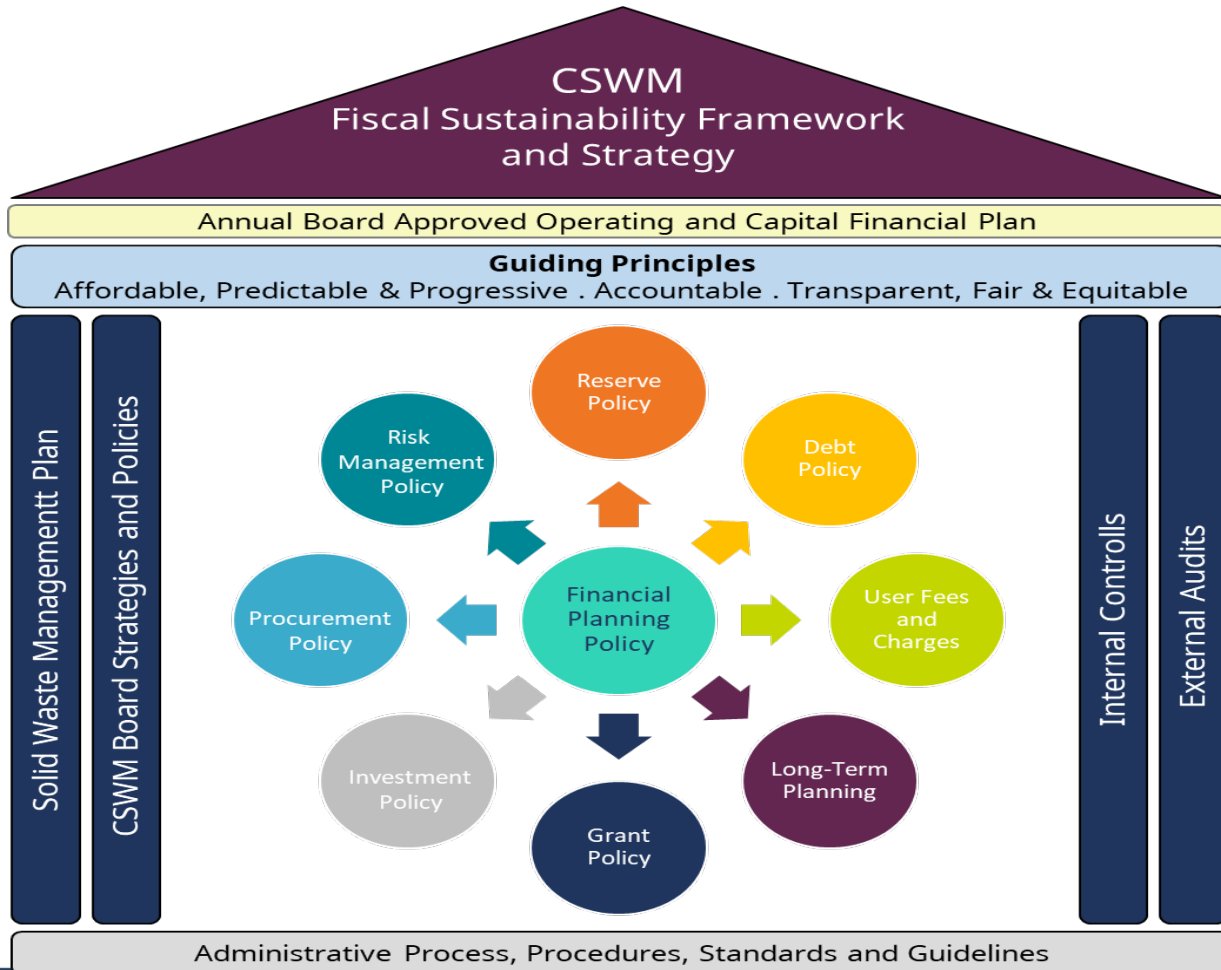
- 2026 Requisition \$5.5 Million
- 2026 Tax Rate = \$0.1081 per \$1,000 assessed value (2025 Tax Rate was \$0.1103 per \$1,000 assessed value)
- Residential Property Assessed at \$558,000 will pay approximately \$ 60.33 in tax \*\*

### Property Tax Requisition Impact to Residential Property

	Median Assessed Residential Property Value (2025 Revised Roll)	Adopted 2025 - 2029 Requisition \$5.5 million (tax rate = \$0.1104/\$1,000)	Median Assessed Residential Property Value (2026 Completed Roll)	Proposed 2026 - 2030 Requisition \$5.5 million (tax rate = \$0.108/\$1,000)	Increase (Decrease) Estimated Tax Impact
City of Campbell River	\$678,000	\$74.65	\$680,000	\$73.53	(\$1.12)
City of Courtenay	\$731,000	\$80.48	\$752,000	\$81.31	\$0.83
CVRD Electoral Area A - All	\$856,000	\$94.25	\$856,000	\$92.56	(\$1.69)
CVRD Electoral Area B	\$974,000	\$107.24	\$974,000	\$105.31	(\$1.92)
CVRD Electoral Area C	\$831,000	\$91.49	\$831,000	\$89.85	(\$1.64)
SRD Electoral Area A - 772	\$374,000	\$41.18	\$374,000	\$40.44	(\$0.74)
SRD Electoral Area A - 784	\$132,000	\$14.53	\$132,000	\$14.27	(\$0.26)
SRD Electoral Area B	\$696,000	\$76.63	\$696,000	\$75.26	(\$1.37)
SRD Electoral Area C	\$620,000	\$68.26	\$620,000	\$67.04	(\$1.22)
SRD Electoral Area D	\$708,000	\$77.95	\$708,000	\$76.55	(\$1.40)
Town of Comox	\$830,000	\$91.38	\$838,000	\$90.61	(\$0.77)
Village of Cumberland	\$805,000	\$88.63	\$808,000	\$87.37	(\$1.27)
Village of Gold River	\$329,000	\$36.22	\$333,000	\$36.01	(\$0.22)
Village of Sayward	\$373,000	\$41.07	\$370,000	\$40.01	(\$1.06)
Village of Tahsis	\$201,000	\$22.13	\$204,000	\$22.06	(\$0.07)
Village of Zeballos	\$153,000	\$16.85	\$161,000	\$17.41	\$0.56

\*\* 2026 Median Values for all Electoral Areas Unavailable as of January 5, 2026. Will update when provided

# Fiscal Sustainability Framework and Strategy



**During 2025, the Board adopted five Fiscal Principles.**

## **2026 Workplan Highlights:**

- SWMP Completion
- Research and Analysis – in progress
- Draft policies to be brought forward for Board feedback and direction including:
  - Reserve Management – including target balances
  - Debt Management
  - Funding Mechanisms – Tipping Fees, Taxation, other business lines
- Service Levels and Full Costing

# Recommended Financial Plan Recommendation

- Option 1: Approve 2026-2030 CSWM Recommended Financial Plan as presented
- Option 2: Direct further changes and approve the 2026-2030 CSWM Recommended Financial Plan

Recommendation: Option 1