



# **2026 MINISTRY BUDGET**

**For the year ending August 31, 2026**

**Version 1.0**

**MINISTRY, COMPASSION, MRF, CAPITAL AND MISSIONS BUDGET  
FOR THE YEAR ENDING AUGUST 31, 2026**



<b>ALL FUNDS</b>	Plan vs. Budget	Plan vs. Forecast	Plan August 2026	Forecast August 2025	Budget August 2025	Actual August 2024
<b>Offerings</b>						
Ministry Fund	10.0%	8.1%	\$ 3,300,000	\$ 3,052,282	\$ 3,000,000	\$ 2,809,072
Compassion Fund	-17.3%	-18.2%	132,400	161,878	160,000	210,509
Capital Fund	0.0%	0.1%	160,000	159,813	160,000	323,769
Missions Fund	0.0%	-1.3%	350,000	354,663	350,000	371,030
Total Offerings	7.4%	5.7%	3,942,400	3,728,636	3,670,000	3,714,378
<b>Other Revenue</b>						
Rent & Operating Costs for Schools (from EIPS)	19.8%	0.0%	1,409,756	1,409,756	1,176,861	1,176,860
Capital Contributions (from SCAS)	0.1%	0.1%	397,000	396,450	396,450	396,000
Operating Cost Contributions (from SCAS & SPACPC)	25.2%	6.3%	2,119,311	1,993,373	1,693,373	1,938,351
Other Revenue	-5.2%	-25.8%	137,280	184,978	144,880	276,181
Gain (loss) on disposal of assets			-	-	-	1,790
Total Other Revenue	19.1%	2.0%	4,063,347	3,984,557	3,411,564	3,789,183
<b>All Revenue</b>	<b>13.1%</b>	<b>3.8%</b>	<b>8,005,747</b>	<b>7,713,193</b>	<b>7,081,564</b>	<b>7,503,561</b>
<b>Expenditures</b>						
Salaries and Benefits - net	4.9%	12.9%	2,206,080	1,953,493	2,102,736	2,102,888
Ministry Programs - net	6.6%	35.4%	187,988	138,886	176,331	120,784
Rent and Operating Costs (to SPACPC)	19.8%	0.0%	1,409,756	1,409,756	1,176,861	1,176,860
Capital Contributions (to SPACPC)	0.1%	0.1%	397,000	396,450	396,450	396,000
Facility Operation & Maintenance	9.1%	6.5%	1,512,051	1,419,212	1,385,834	1,280,319
Administrative Expenses - net	2.3%	-4.1%	454,404	473,681	444,214	393,425
Compassion Fund	-5.3%	67.1%	304,805	182,386	321,990	279,604
Maintenance Reserve Expenditures	32.0%	277.6%	1,623,000	429,831	1,230,000	1,225,298
Depreciation	-0.9%	2.2%	331,464	324,171	334,433	349,729
Missions Offerings Disbursed	6.1%	61.5%	520,000	322,059	490,000	457,257
<b>All Expenditures</b>	<b>11.0%</b>	<b>26.9%</b>	<b>8,946,548</b>	<b>7,049,926</b>	<b>8,058,850</b>	<b>7,782,166</b>
<b>Increase (Decrease) in Net Assets</b>			<b>(940,801)</b>	<b>663,268</b>	<b>(977,286)</b>	<b>(278,604)</b>
Net Assets - Beginning of Year			4,010,502	3,347,235	3,347,235	3,625,839
Net Assets - End of Year			\$ 3,069,701	\$ 4,010,502	\$ 2,369,948	\$ 3,347,235

**MINISTRY, COMPASSION, MRF, CAPITAL AND MISSIONS BUDGET  
FOR THE YEAR ENDING AUGUST 31, 2026**



**ALL FUNDS - NOTES**

- 1 MINISTRY FUND offerings budget is 8.1% higher than the forecast for 2025 and 10.0% higher than 2025 budget. The priority for 2026 is to have a balanced budget. The increase in offerings reflects increasing costs and increased contribution to the maintenance reserve fund (see Note 4).

	Plan August 2026	Forecast August 2025	Budget August 2025	Actual August 2024
Offerings	3,300,000	3,052,282	3,000,000	2,809,072
Other Revenue	4,021,947	3,929,002	3,367,764	3,689,092
<b>Total Revenue</b>	<b>7,321,947</b>	<b>6,981,284</b>	<b>6,367,764</b>	<b>6,498,163</b>
Salaries and Benefits - see note 6	2,206,080	1,953,493	2,102,736	2,102,888
Ministry Program Expenses - see note 7	187,988	138,886	176,331	120,784
Facility Related Expenditures - see note 8	3,318,807	3,225,418	2,959,146	2,853,179
Administrative Expenses - see note 9	454,404	473,679	444,214	393,425
Contribution to MRF - see note 4	1,148,720	960,826	660,826	1,027,075
<b>Total Expenditures</b>	<b>7,315,999</b>	<b>6,752,302</b>	<b>6,343,253</b>	<b>6,497,352</b>
<b>Increase (Decrease) in Fund Balance</b>	<b>\$ 5,948</b>	<b>\$ 228,982</b>	<b>\$ 24,511</b>	<b>\$ 811</b>

Other Revenue includes funds from Elk Island Public Schools (EIPS), SCA Society (SCAS) for Strathcona Christian Academy, and Sherwood Park Alliance Church Property Company (SPACPC) for facility management and operations. Funds received from EIPS and the capital contribution from SCAS (\$397,000) are forwarded to SPACPC.

	Plan August 2026	Forecast August 2025	Budget August 2025	Actual August 2024
EIPS- rent & contribution to facility costs	1,409,756	1,409,756	1,176,861	1,176,860
SCAS- contribution to capital and facility costs	1,575,225	1,448,287	1,381,182	1,325,310
SPACPC- contribution to facility costs	941,086	941,536	708,641	1,009,041
<b>\$ 3,926,067</b>	<b>\$ 3,799,579</b>	<b>\$ 3,266,684</b>	<b>\$ 3,511,211</b>	

The balance of Other Revenue refers to interest, facility rental income, and management fees.

- 2 COMPASSION FUND offerings are slightly reduced in the budget. Currently there is a healthy balance in the fund and we continually work to responsibly distribute it. Assistance is provided within the scope of Justice and Compassion as needs are identified and partnerships are developed. The assistance provided is categorized as General, Counselling, Vehicle, and External Partnerships.

	Plan August 2026	Forecast August 2025	Budget August 2025	Actual August 2024
Offerings and interest income	\$ 142,000	\$ 174,505	\$ 172,000	\$ 229,854
Assistance Expenditures	304,805	182,386	321,990	279,604
<b>Increase (Decrease) in Fund Balance</b>	<b>\$ (162,805)</b>	<b>\$ (7,881)</b>	<b>\$ (149,990)</b>	<b>\$ (49,750)</b>

**MINISTRY, COMPASSION, MRF, CAPITAL AND MISSIONS BUDGET  
FOR THE YEAR ENDING AUGUST 31, 2026**



**ALL FUNDS - NOTES**

- 3 CAPITAL FUND offerings are used to purchase capital items to help the delivery of ministry.

Capital expenditures of \$105,000 in the 2026 budget include equipment of \$20,000; furniture and fixtures of \$5,000; Information Systems hardware and software of \$55,000; other technical equipment and projects of \$25,000.

	Plan August 2026	Forecast August 2025	Budget August 2025	Actual August 2024
Offerings and Interest Income	\$ 169,600	\$ 171,854	\$ 169,600	\$ 342,796
Expenditures (primarily depreciation)	331,464	324,173	334,433	495,939
<b>Increase (Decrease) in Net Assets</b>	<b>\$ (161,864)</b>	<b>\$ (152,319)</b>	<b>\$ (164,833)</b>	<b>\$ (153,143)</b>

- 4 The MAINTENANCE RESERVE FUND (MRF) was established to set aside funds for major maintenance requirements. It is funded by SPACS and the SCA Society (SCAS) based on a facility cost sharing agreement. Annual contributions are determined by the long term maintenance project plan.

	Plan August 2026	Forecast August 2025	Budget August 2025	Actual August 2024
Ministry Fund Contributions and Interest Income	\$ 1,163,720	\$ 982,125	\$ 675,826	\$ 1,219,492
Expenditures	1,623,000	429,831	1,230,000	1,225,298
<b>Increase (Decrease) in Fund Balance</b>	<b>\$ (459,280)</b>	<b>\$ 552,294</b>	<b>\$ (554,174)</b>	<b>\$ (5,806)</b>

- 5 Offerings designated to the MISSIONS FUND consist of the Global Advance Fund through the C&MA National Office (51%), partners (10%) and local mission initiatives (39%).

Our funding approach for Short Term Mission trips is to cover the variable costs of these experiences through fundraising. We will continue to invest in fixed cost elements, such as pastoral and staff time, to plan and lead this important aspect of our church. In the event funds raised exceed actual expenses, the surplus is retained for future mission opportunities.

	Plan August 2026	Forecast August 2025	Budget August 2025	Actual August 2024
Offerings- Local Mission Initiatives	\$ 135,000	\$ 146,616	\$ 100,000	\$ 123,515
Offerings- C&MA National and District	180,000	148,424	215,000	186,114
Offerings- Partners (includes Christmas offering)	35,000	59,622	35,000	61,401
Recoveries and interest income	7,200	9,588	7,200	15,511
	357,200	364,251	357,200	386,541
Expenditures- Local Mission Initiatives	305,000	74,013	240,000	209,743
Expenditures- C&MA National and District	180,000	148,424	215,000	186,114
Expenditures- Partners	35,000	99,622	35,000	61,401
	520,000	322,059	490,000	457,257
<b>Increase (Decrease) in Fund Balance</b>	<b>\$ (162,800)</b>	<b>\$ 42,192</b>	<b>\$ (132,800)</b>	<b>\$ (70,716)</b>

**MINISTRY, COMPASSION, MRF, CAPITAL AND MISSIONS BUDGET  
FOR THE YEAR ENDING AUGUST 31, 2026**



**ALL FUNDS - NOTES**

- 6 SALARIES and BENEFITS reflect a Full Time Equivalent (FTE) of 28.0 based on a 40 hour work week as compared with 26.6 in 2025. The budget for 2026 is 4.9% higher than last year's budget. The 2026 budget is 30% of total ministry fund revenue as compared to 33% in 2025 budget.

	Plan August 2026	Forecast August 2025	Budget August 2025	Actual August 2024
Pastors & Ministry Assistants	\$ 1,345,944	\$ 1,215,095	\$ 1,286,904	\$ 1,345,261
Facilities	195,072	181,468	239,544	248,944
Administration	283,128	226,213	235,908	211,660
SCA Society & Treehouse	135,384	130,494	129,672	139,477
Employee Benefits & Alliance Retiral Fund (ARF)	350,424	327,161	337,812	328,973
Recoveries	(103,872)	(126,937)	(127,104)	(171,427)
	<b>\$ 2,206,080</b>	<b>\$ 1,953,493</b>	<b>\$ 2,102,736</b>	<b>\$ 2,102,888</b>
Full Time Equivalents (FTE)	28.0	26.5	26.6	27.5

- 7 MINISTRY PROGRAM EXPENSES are incurred in the delivery of mid-week and weekend ministries in accordance with the strategic Ministry Plan. Division Leaders are accountable for their respective ministry budgets. The largest categories are as follows:

	Plan August 2026	Forecast August 2025	Budget August 2025	Actual August 2024
Special Events and Retreats (approx. 78% recovered)	\$ 104,040	\$ 97,199	\$ 89,859	\$ 72,518
Ministry Supplies & Materials, Printing, Curriculum	67,646	64,728	63,460	65,084
Leader Training & Development (staff & lay leaders)	51,230	44,017	53,894	35,954
Contract & Consulting Services	29,005	29,206	37,979	48,096
Activities	26,610	29,273	11,300	31,590
All Other Expenses	113,187	76,353	108,246	72,619
	<b>\$ 391,718</b>	<b>\$ 340,776</b>	<b>\$ 364,737</b>	<b>\$ 325,860</b>
Ministry Recoveries	(203,730)	(201,891)	(188,406)	(205,076)
<b>Net Ministry Expenses</b>	<b>\$ 187,988</b>	<b>\$ 138,886</b>	<b>\$ 176,331</b>	<b>\$ 120,784</b>

Net ministry expenses by ministry division groupings are summarized as follows:

	Plan August 2026	Forecast August 2025	Budget August 2025	Actual August 2024
Ministries	\$ 56,712	\$ 34,416	\$ 63,164	\$ 32,024
Ministry Support	56,896	46,379	42,788	42,645
Executive	74,380	58,091	70,380	46,116
	<b>\$ 187,988</b>	<b>\$ 138,886</b>	<b>\$ 176,331</b>	<b>\$ 120,784</b>

**MINISTRY, COMPASSION, MRF, CAPITAL AND MISSIONS BUDGET  
FOR THE YEAR ENDING AUGUST 31, 2026**



**ALL FUNDS - NOTES**

- 8 FACILITY OPERATING EXPENDITURES for the SPAC main campus and SCA Elementary are 6.9% greater than the 2025 forecast. We continue to review service and maintenance agreements to ensure maximum value while responding to the increasing maintenance requirements of our aging facilities.

The facility operating expenditures are allocated by location as follows:

	Plan August 2026	Forecast August 2025	Budget August 2025	Actual August 2024
1011 Clover Bar Rd (SPAC/SCA Secondary)	\$ 1,033,468	\$ 948,982	\$ 946,934	\$ 871,347
52362 Range Rd 231 (SCA Elementary)	482,567	467,588	434,845	393,392
Facility Use costs (incurred for rentals)	4,056	5,996	4,056	17,608
	<b>\$ 1,520,091</b>	<b>\$ 1,422,566</b>	<b>\$ 1,385,834</b>	<b>\$ 1,282,347</b>

The facility operating expenditures for the school program are allocated by usage as follows:

	Plan August 2026	Forecast August 2025	Budget August 2025	Actual August 2024
1011 Clover Bar Road	\$ 702,758	\$ 611,144	\$ 609,825	\$ 564,633
52362 Range Rd 231	482,567	467,588	434,845	393,392
	<b>\$ 1,185,325</b>	<b>\$ 1,078,733</b>	<b>\$ 1,044,670</b>	<b>\$ 958,025</b>

- 9 ADMINISTRATIVE EXPENSES include the behind the scenes functions of finance, human resources, and information services. We continue to implement system enhancements for improved expense management across the organization. The largest categories are as follows:

	Plan August 2026	Forecast August 2025	Budget August 2025	Actual August 2024
Contract and Consulting Services	\$ 125,536	\$ 101,395	\$ 126,000	\$ 116,381
District Operating Support	96,000	92,465	90,000	82,539
Bank Charges	67,000	65,708	65,800	59,624
Computer Services	51,218	53,321	49,474	43,191
Professional Fees	35,700	34,256	35,000	29,497
All other types of expenses	88,170	136,013	87,160	68,665
Ministry Recoveries	(9,220)	(9,480)	(9,220)	(6,472)
	<b>\$ 454,404</b>	<b>\$ 473,679</b>	<b>\$ 444,214</b>	<b>\$ 393,425</b>

- 10 End of year Fund balances

	Plan August 2026	Forecast August 2025	Budget August 2025	Actual August 2024
Ministry Fund	\$ 975,712	\$ 969,764	\$ 765,293	\$ 740,782
Compassion Fund	161,782	324,587	182,478	332,468
Maintenance Reserve Fund	704,163	1,163,444	56,975	611,149
Capital Fund	1,115,301	1,277,165	1,264,650	1,429,484
Missions Fund	112,744	275,544	100,553	233,353
	<b>\$ 3,069,702</b>	<b>\$ 4,010,503</b>	<b>\$ 2,369,949</b>	<b>\$ 3,347,236</b>

**Strathcona Christian Academy Society**  
**Statement of Operations and Changes in Net Assets**  
**For the Year Ending August 31, 2026**

	August 2026 Budget	August 2025 Projected	August 2025 Budget	August 2024 Actual
<b>Revenue</b>				
Alternative Program Fees	\$ 2,165,520	\$ 2,010,210	\$ 1,998,360	\$ 1,872,400
SCS National Missions	28,527	28,600	22,500	23,932
SCE Missions	1,500	-	-	-
Donations and Fundraising	15,800	15,540	15,800	15,649
Legacy Funds	144	150	-	209
Scholarship Funds	1,500	2,000	3,000	3,500
Investment Income and Sundry	20,100	21,564	19,950	35,673
<b>Total Revenue</b>	<b>2,233,091</b>	<b>2,078,064</b>	<b>2,059,610</b>	<b>1,951,363</b>
<b>Expenditures</b>				
Facility Contribution—Cap Cost Assessment from Fees	397,000	396,450	396,450	396,000
Contribution to Facility Operating Costs	793,225	749,732	749,732	645,010
Contribution to Maintenance Reserve Fund	385,000	302,105	235,000	284,300
SCS National Missions	29,650	30,347	22,226	21,456
SCE Missions	6,000	-	5,000	18,618
Administration Costs	179,696	173,789	179,373	175,048
Programming	411,635	363,655	398,167	381,082
Fee Assistance	20,000	20,000	20,000	15,965
Scholarships Distributed	4,900	4,900	5,800	7,900
<b>Total Expenditures</b>	<b>2,227,106</b>	<b>2,040,978</b>	<b>2,011,748</b>	<b>1,945,379</b>
<b>Increase (Decrease) in Net Assets</b>	<b>5,985</b>	<b>37,086</b>	<b>47,862</b>	<b>5,984</b>
Net Assets Beginning of Year	468,850	431,764	431,764	425,780
Net Assets End of Year <i>(see breakdown below)</i>	\$ 474,835	\$ 468,850	\$ 479,626	\$ 431,764

	2026 Budget	2025 Projected	2025 Budget	2024 Actual
Breakdown of Net Assets End of Year	\$ 474,835	\$ 468,850	\$ 479,626	\$ 431,764
Less: Externally Restricted - Legacy Funds	7,333	7,189	6,615	7,039
Less: Externally Restricted - Endowment/Scholarship Funds	11,484	14,884	14,984	17,784
Less: Internally Restricted - Board Reserve 5%	108,276	100,511	99,918	93,620
Unrestricted Net Assets End of Year <i>(minimum should be 3 months' operating costs)</i>	\$ 347,742	\$ 346,267	\$ 358,109	\$ 313,321

*This budget is provided as information only and does not represent information that will be voted on by the membership of Sherwood Park Alliance Church Society.*

**SHERWOOD PARK ALLIANCE CHURCH PROPERTY COMPANY**  
**OPERATING AND CAPITAL BUDGET**  
**FOR THE YEAR ENDING AUGUST 31, 2026**

	Notes	Plan vs. Budget	Plan vs. Forecast	Plan August 2026	Forecast August 2025	Budget August 2025	Actual August 2024
<b>Revenue</b>							
Rent & Operating Costs for Schools (SCE, SCS)	1	20%	0%	1,409,756	1,409,756	1,176,861	1,176,860
Capital Contribution	2	0%	0%	398,000	396,450	396,450	396,000
Interest Income		-44%	-19%	8,400	10,353	15,000	24,078
<b>Total Revenue</b>		<b>14%</b>	<b>0%</b>	<b>1,816,156</b>	<b>1,816,559</b>	<b>1,588,311</b>	<b>1,596,939</b>
<b>Expenditures</b>							
Operating and MRF Contributions (to SPACS)	3	33%	0%	941,086	941,534	708,641	709,041
Depreciation		-6%	-6%	521,148	554,013	554,016	595,155
Interest on callable and long term debt	4	-10%	-11%	245,052	276,630	273,228	300,269
Professional fees		0%	14%	15,000	13,198	15,000	12,253
Office expenses		5%	2%	26,400	26,000	25,200	24,980
Insurance		-13%	11%	2,100	1,893	2,400	1,504
Contract and Consulting		0%	0%	-	-	-	4,000
Donations to Qualified Donor	5	0%	0%	-	-	-	300,000
Interest and bank charges		0%	0%	2,000	2,000	2,000	-
<b>Total Expenditures</b>		<b>11%</b>	<b>-3%</b>	<b>1,752,786</b>	<b>1,815,269</b>	<b>1,580,485</b>	<b>1,947,202</b>
<b>Excess revenue (expenditures) for the year</b>		710%	4811%	63,370	1,290	7,826	(350,263)
Items not affecting cash - Depreciation				521,148	554,013	554,016	595,155
Loss on disposal of tangible capital assets							-
Changes in non-cash operating working capital							
Accounts Receivable							-
Interest Receivable							(9,374)
Prepaid Expenses							321
Accounts Payable					(204,289)	(204,289)	203,245
Interest Payable				(2,534)	(2,331)	(2,331)	(2,110)
<b>Cash Flow from (used by) Operating Activities</b>				581,984	348,683	355,222	436,974
Investing Activities							
Additions to Land & Buildings					-		-
Financing Activities							
Advances from (to) related party							
Repayment of callable debt							
Repayment of long term debt	4			(571,901)	(545,205)	(545,205)	(519,754)
<b>Cash Flow from (used by) Financing/Investing Activities</b>				(571,901)	(545,205)	(545,205)	(519,754)
<b>Increase (Decrease) in Cash Flow</b>				10,083	(196,522)	(189,983)	(82,780)
Cash - Beginning of Year				127,951	324,473	324,473	407,253
Cash - End of Year				\$ 138,034	\$ 127,951	\$ 134,490	\$ 324,473

Notes:

- 1 Represents funds received from EIPS for Strathcona Christian Academy (SCE-Elementary; SCS-Secondary). Funds flow through SPACS according to terms of lease.
2 Represents funds received from SCA Society to help service the debt registered against the land and buildings, and for future capital expenditures for the benefit of the organization. Funds are collected as part of student fees and flow through SPACS.
3 Consists of funds received from EIPS for rent for the main site and operating funds for both sites with a portion retained to cover 100% of administrative expenses.
- 4 Loan Balances at end of fiscal year:

Plan August

Forecast

Budget

Actual August

2026

August 2025

August 2025

2024

Construction of SCE

4,598,431

5,170,333

5,170,333

5,715,537
- 5 Funds donated to SPACS to contribute to Maintenance Reserve Fund for repair of Elementary School roof.

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