



Objectives and Policies - Municipal Revenues and Expenditures

Revenue	Proportion of Total	Objective and Policy Statement
Property Value Taxes	56.02%	The City will make every effort to keep property value taxes (including grants in lieu) at a maximum of two-thirds of total revenue.
Parcel Taxes	0.70%	Parcel tax revenue set to recover specific servicing costs.
Fees	24.94%	Review fees and charges annually, ensure users pay for specific identifiable services.
Other Sources	12.71%	Review other sources of funds annually, seek grant revenues.
Proceeds from Borrowing	5.63%	Only incur debt funding for one-time capital projects (no ongoing programs e.g. road rehabilitation) when reserve funding is not possible.
	<u>100.00%</u>	
<b>Property Value Taxes</b>	<b>Proportion of Total</b>	<b>Objective and Policy Statement</b>
Residential	53.83%	The property tax structure is reviewed annually by the Standing Committee on Finance and Audit and a tax rate option is approved by Council.
Utility	1.43%	
Supportive Housing	0.00%	For 2019 the structure has been recommended to achieve the following objectives:
Major Industry	13.20%	- set representative home tax increase to be 4.30%
Light Industry	2.82%	- set utility rate to the maximum allowed under BC Reg 329/96
Business	28.67%	- set the Major Industrial tax requisition to \$14,500,000
Recreation/Non-Profit	0.05%	- obtain the remaining tax revenue required by equally increasing the other tax class rates.
Farm	0.01%	
	<u>100.00%</u>	
<b>Permissive Tax Exemptions</b>	<b>Value</b>	<b>Objective and Policy Statement</b>
Permissive Exemptions	\$ 1,852,399	- A permissive tax exemption is a means for Council to support organizations within the community which further Council's objectives of enhancing quality of life (economic, social, cultural) and delivering services economically.
Revitalization Exemptions	\$ 652,142	- Council may consider revitalization tax exemptions as a way of encouraging development to achieve a range of revitalization objectives such as environmental, economic or social. Revitalization tax exemption programs are enacted by Bylaw considered in conjunction with the goals and objectives of the financial plan. - The Downtown Revitalization Tax Exemption Bylaws were enacted in 2005/2011 to foster the revitalization of the central business district (C1) as the primary area in the City for business, cultural, and government activity.

**Consolidated Financial Plans**  
**Financial Plans 2019 to 2023**

	2019	2020	2021	2022	2023
<b>Revenues</b>					
Taxation and grants in lieu, net (1)	\$ (115,078,918)	\$ (117,097,503)	\$ (119,069,834)	\$ (119,681,560)	\$ (123,028,365)
Parcel and frontage tax	(1,236,284)	(1,423,660)	(1,406,021)	(1,383,634)	(1,314,318)
Sale of services, user rates and rentals	(53,581,860)	(51,427,511)	(51,787,778)	(48,056,269)	(48,075,717)
Return on investments	(3,470,329)	(3,343,157)	(3,699,292)	(1,340,274)	(1,479,570)
DCC contributions	(586,009)	(495,750)	(495,750)	(495,750)	(495,750)
Contribution from other gov'ts & agencies	(20,469,978)	(7,685,766)	(7,685,766)	(7,837,909)	(7,837,909)
Other revenue	(6,007,720)	(7,175,156)	(7,183,177)	(7,191,295)	(7,193,423)
Gain / loss on sale of tangible capital assets	(3,474,515)	-	-	-	-
Contributed tangible capital assets	(6,240,077)	-	-	-	-
<b>Total revenues before other gov't collections</b>	<b>(210,145,690)</b>	<b>(188,648,503)</b>	<b>(191,327,618)</b>	<b>(185,986,691)</b>	<b>(189,425,052)</b>
Collections for other gov'ts & associations	(45,079,355)	(44,025,100)	(44,025,100)	(44,025,100)	(44,025,100)
<b>Total revenues including other gov't collections</b>	<b>\$ (255,225,045)</b>	<b>\$ (232,673,603)</b>	<b>\$ (235,352,718)</b>	<b>\$ (230,011,791)</b>	<b>\$ (233,450,152)</b>
<b>Expenditures</b>					
General government services	\$ 17,871,187	\$ 17,230,026	\$ 17,484,663	\$ 17,756,789	\$ 17,940,504
Protective services	50,052,265	49,385,730	49,874,081	50,372,197	50,880,277
Planning & environmental development	2,468,584	2,332,614	2,376,347	2,420,954	2,466,456
Road transportation	23,359,930	21,651,421	21,802,532	21,956,674	22,114,688
Public transit	5,431,311	5,371,187	5,373,035	5,374,919	5,376,842
Downtown district energy system	418,071	375,968	377,801	379,673	381,582
Sewer	6,164,756	6,207,438	6,290,756	6,375,737	6,462,419
Water	7,100,623	6,275,494	6,352,916	6,431,882	6,512,427
Environmental health	2,817,855	2,534,077	2,553,845	2,574,007	2,594,573
Public health	520,202	497,062	505,035	513,168	521,464
Recreation & cultural services	26,604,950	23,248,206	23,505,261	23,767,461	24,034,912
Other	-	-	-	-	-
Debt interest charges	5,135,845	6,544,007	6,982,086	4,559,256	4,689,277
Fiscal services miscellaneous	-	1,000,000	1,000,000	1,000,000	1,000,000
Amortization	25,555,104	23,360,000	23,360,000	23,360,000	23,360,000
<b>Total Expenditures before other gov't payments</b>	<b>173,500,683</b>	<b>166,013,230</b>	<b>167,838,358</b>	<b>166,842,717</b>	<b>168,335,421</b>
Collections for other gov'ts & associations	45,079,355	44,025,100	44,025,100	44,025,100	44,025,100
<b>Total expenditures after other gov't payments</b>	<b>\$ 218,580,038</b>	<b>\$ 210,038,330</b>	<b>\$ 211,863,458</b>	<b>\$ 210,867,817</b>	<b>\$ 212,360,521</b>
<b>Annual (Surplus)/Loss</b>	<b>\$ (36,645,007)</b>	<b>\$ (22,635,273)</b>	<b>\$ (23,489,260)</b>	<b>\$ (19,143,974)</b>	<b>\$ (21,089,631)</b>
Capital expenditures	52,402,792	35,641,510	22,588,953	22,518,272	19,463,709
Gain / loss on sale of tangible capital assets	3,474,515	-	-	-	-
Contributed tangible capital assets	6,240,077	-	-	-	-
Transfer - amortization	(25,555,104)	(23,360,000)	(23,360,000)	(23,360,000)	(23,360,000)
Proceeds from borrowing	(16,145,176)	(18,575,413)	(4,729,314)	(3,021,610)	(1,579,668)
Principal payment on debt	11,690,396	12,990,341	13,711,146	8,412,594	10,682,075
Other	(382,479)	-	-	-	-
Transfers for capital - (Schedule 3)	(34,360,730)	(16,647,597)	(17,441,139)	(19,078,162)	(17,465,541)
Transfers between reserves - (Schedule 3)	-	-	-	-	-
Transfers for operating - (Schedule 3)	40,634,713	32,135,136	32,268,318	33,221,584	32,897,760
Transfer to/from deferred revenues	(850,809)	200,000	200,000	200,000	200,000
Transfer to/from surplus	(503,188)	251,296	251,296	251,296	251,296
<b>Financial Plan Balance</b>	<b>\$ -</b>				

(1) 2019 General Municipal Tax Levy is included at \$93,151,520, the snow levy at \$8,500,000, the road rehabilitation levy at \$5,650,000, and general infrastructure reinvestment levy at \$2,550,000 for a combined total of \$109,851,520. 2019 general tax levy increase is 4.30% after taking into consideration \$1,734,897 in new construction assessable taxes.

**Consolidated Financial Plans**  
**Financial Plans 2019 to 2023**

	2019	2020	2021	2022	2023
<b>Transfers for capital</b>					
Infrastructure reinvestment reserve	\$ (492,908)	\$ (446,000)	\$ (310,000)	\$ (310,000)	\$ (310,000)
Northern capital and planning reserve	(569,755)	-	-	-	-
Capital expenditure reserves	(14,471,892)	(8,041,349)	(7,882,068)	(9,524,394)	(9,148,041)
Land development reserve	4,048,528	-	-	-	-
Computer reserve	(696,251)	(923,000)	(893,000)	(850,000)	(850,000)
Mobile equipment reserve	(108,063)	-	-	-	-
Endowment reserve	(12,551,723)	-	-	-	-
Off-street parking reserve	(1,986,765)	-	-	-	-
Regulated reserves for future expenditures	(226,775)	(279,748)	(1,398,571)	(1,436,268)	(200,000)
Road rehabilitation reserve	(5,502,398)	(6,000,000)	(6,000,000)	(6,000,000)	(6,000,000)
Storm sewer reserve	-	-	-	-	-
Fleet transfers	-	-	-	-	-
Community works reserve	(1,117,364)	(957,500)	(957,500)	(957,500)	(957,500)
Transfer from operating	(10,394)	-	-	-	-
Other	(674,968)	-	-	-	-
<b>Subtotal transfers for capital (reserves)</b>	<b>(34,360,730)</b>	<b>(16,647,597)</b>	<b>(17,441,139)</b>	<b>(19,078,162)</b>	<b>(17,465,541)</b>
<i>Deferred revenue</i>					
Deferred revenue	(318,132)	-	-	-	-
<b>Total transfers for capital</b>	<b>\$ (34,678,861)</b>	<b>\$ (16,647,597)</b>	<b>\$ (17,441,139)</b>	<b>\$ (19,078,162)</b>	<b>\$ (17,465,541)</b>
<b>Transfers for operating</b>					
Infrastructure reinvestment reserve	\$ 2,424,290	\$ 2,506,000	\$ 2,506,000	\$ 2,506,000	\$ 2,506,000
Northern capital and planning reserve	8,135,000	-	-	-	-
Capital expenditure reserves	11,594,335	14,546,831	14,809,092	15,066,633	14,926,062
Capital expenditure reserves	-	-	-	-	-
Computer reserve	(107,543)	(77,000)	(107,000)	(150,000)	(150,000)
Endowment reserve	4,046,010	4,100,000	4,100,000	4,100,000	4,100,000
Local improvement reserve	-	-	-	-	-
Mobile equipment reserve	623,334	451,798	301,884	214,194	121,860
Mobile equipment reserve	-	-	-	-	-
Off-street parking reserve	1,136,847	1,317,576	1,264,937	1,091,134	1,021,488
Road rehabilitation reserve	5,641,512	5,650,000	5,650,000	5,650,000	5,650,000
Snow reserve	(20,269)	-	-	-	-
Snow reserve	-	-	-	-	-
Storm sewer reserve	-	-	-	-	-
Southwest sector reserve	-	-	-	-	-
Fortis BC reserve	(808,316)	(944,578)	(844,727)	-	-
Fortis BC reserve	-	-	-	-	-
Fleet transfers	-	-	-	-	-
Regulated reserves for future expenditures	1,639,002	1,203,554	1,207,177	1,210,525	1,190,046
Community works reserve	6,346,084	3,380,955	3,380,955	3,533,098	3,533,098
Community works reserve	-	-	-	-	-
Other	(15,573)	-	-	-	(794)
<b>Subtotal transfers for operating (reserves)</b>	<b>40,634,713</b>	<b>32,135,136</b>	<b>32,268,318</b>	<b>33,221,584</b>	<b>32,897,760</b>
<i>Deferred revenues</i>					
Deferred revenue	(532,678)	200,000	200,000	200,000	200,000
<b>Total transfers for operating</b>	<b>\$ 40,102,035</b>	<b>\$ 32,335,136</b>	<b>\$ 32,468,318</b>	<b>\$ 33,421,584</b>	<b>\$ 33,097,760</b>
<b>Capital expenditures</b>					
General	\$ 38,395,327	\$ 27,664,161	\$ 14,770,885	\$ 13,057,878	\$ 10,379,668
Downtown district energy	54,884	-	-	-	-
Land	93,671	-	-	-	-
Sewer	4,295,208	2,720,900	2,959,034	3,480,197	3,201,327
Water	9,563,702	5,256,449	4,859,034	5,980,197	5,882,714
<b>Total capital expenditures</b>	<b>\$ 52,402,792</b>	<b>\$ 35,641,510</b>	<b>\$ 22,588,953</b>	<b>\$ 22,518,272</b>	<b>\$ 19,463,709</b>
<b>Transfers between reserves</b>					
Capital expenditure reserve	\$ 1,314,885	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000
Endowment reserve	4,071,088	-	-	-	-
Park acquisition reserve	(13,624)	-	-	-	-
Land development reserve	(4,057,464)	-	-	-	-
Computer reserve	1,156,000	1,000,000	1,000,000	1,000,000	1,000,000
Gaming reserve	(2,470,885)	(2,400,000)	(2,400,000)	(2,400,000)	(2,400,000)
<b>Total transfers between reserves</b>	<b>\$ -</b>				