

Appendix "A" to Bylaw No. 9207, 2021



Schedule 1 to Bylaw No. 9207, 2021

Objectives and Policies - Municipal Revenues and Expenditures

| Revenue | Proportion of Total | Objective and Policy Statement |
|-------------------------|---------------------|--|
| Property Value Taxes | 50.66% | 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 | 0.73% | Parcel tax revenue set to recover specific servicing costs. |
| Fees | 20.63% | Review fees and charges annually, ensure users pay for specific identifiable services. |
| Other Sources | 15.95% | Review other sources of funds annually, seek grant revenues. |
| Proceeds from Borrowing | 12.03% | 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> | |

| Property Value Taxes | Proportion of Total | Objective and Policy Statement |
|-----------------------|---------------------|---|
| Residential | 53.78% | 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 2020 the structure has been recommended to achieve the following objectives: - set representative home tax increase to be 1.75% - set utility rate to the maximum allowed under BC Reg 329/96 - obtain the remaining tax revenue required by equally increasing the other tax class rates. |
| Major Industry | 12.61% | |
| Light Industry | 3.10% | |
| Business | 29.02% | |
| Recreation/Non-Profit | 0.05% | |
| Farm | 0.01% | |
| | <u>100.00%</u> | |

| Tax Exemptions | Value | Objective and Policy Statement |
|---------------------------|--------------|---|
| Permissive Exemptions | \$ 1,908,036 | - 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 | \$ 1,044,904 | - 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. |

Consolidated Financial Plans
Financial Plans 2020 to 2024

| | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Revenues | | | | | |
| Taxation and grants in lieu, net (1) | \$ (118,426,826) | \$ (120,862,107) | \$ (123,751,585) | \$ (124,193,576) | \$ (126,667,540) |
| Parcel and frontage tax | (1,700,000) | (2,014,779) | (1,992,392) | (1,923,076) | (1,923,076) |
| Sale of services, user rates and rentals | (48,228,021) | (54,177,241) | (51,334,351) | (52,778,356) | (54,320,247) |
| Return on investments | (3,367,460) | (3,860,016) | (1,499,937) | (1,661,876) | (1,664,492) |
| DCC contributions | (589,545) | (1,666,125) | (1,072,125) | (1,085,625) | (1,436,625) |
| Contribution from other gov'ts & agencies | (26,830,389) | (7,652,058) | (7,652,058) | (7,794,568) | (7,794,568) |
| Other revenue | (3,695,094) | (7,231,235) | (7,248,706) | (7,266,850) | (7,286,323) |
| Gain / loss on sale of tangible capital assets | (330,508) | - | - | - | - |
| Contributed tangible capital assets | (2,473,869) | - | - | - | - |
| Total revenues before other gov't collections | (205,641,711) | (197,463,561) | (194,551,154) | (196,703,927) | (201,092,871) |
| Collections for other gov'ts & associations | (42,790,504) | (44,820,770) | (44,820,770) | (44,820,770) | (44,820,770) |
| Total revenues including other gov't collections | \$ (248,432,215) | \$ (242,284,331) | \$ (239,371,924) | \$ (241,524,697) | \$ (245,913,641) |
| Expenditures | | | | | |
| General government services | \$ 18,123,441 | \$ 18,319,429 | \$ 18,554,172 | \$ 18,793,608 | \$ 19,037,837 |
| Protective services | 51,950,247 | 50,456,665 | 50,961,357 | 51,476,141 | 52,001,219 |
| Planning & environmental development | 3,351,422 | 2,718,463 | 2,769,913 | 2,822,394 | 2,875,923 |
| Road transportation | 24,179,701 | 21,966,949 | 22,116,935 | 22,269,920 | 22,425,969 |
| Public transit | 3,733,992 | 5,927,690 | 5,927,690 | 5,927,690 | 5,927,690 |
| Downtown district energy system | 343,255 | 412,583 | 414,428 | 416,312 | 418,233 |
| Sewer | 5,913,778 | 6,368,362 | 6,454,486 | 6,542,332 | 6,631,939 |
| Water | 6,869,507 | 6,379,466 | 6,456,362 | 6,534,793 | 6,614,793 |
| Environmental health | 2,940,321 | 2,563,162 | 2,583,511 | 2,604,266 | 2,625,434 |
| Public health | 565,610 | 504,288 | 512,400 | 520,675 | 529,114 |
| Recreation & cultural services | 20,510,177 | 23,904,424 | 24,127,525 | 24,395,877 | 24,669,604 |
| Debt interest charges | 4,881,054 | 6,278,161 | 5,120,449 | 4,399,387 | 4,612,095 |
| Fiscal services miscellaneous | 824,137 | 1,133,892 | 1,139,084 | 1,144,379 | 1,149,780 |
| Amortization | 26,819,303 | 24,400,000 | 24,400,000 | 24,400,000 | 24,400,000 |
| Total Expenditures before other gov't payments | 171,005,945 | 171,333,534 | 171,538,312 | 172,247,774 | 173,919,630 |
| Collections for other gov'ts & associations | 42,790,504 | 44,820,770 | 44,820,770 | 44,820,770 | 44,820,770 |
| Total expenditures after other gov't payments | \$ 213,796,449 | \$ 216,154,304 | \$ 216,359,082 | \$ 217,068,544 | \$ 218,740,400 |
| Annual (Surplus)/Loss | \$ (34,635,766) | \$ (26,130,027) | \$ (23,012,842) | \$ (24,456,153) | \$ (27,173,241) |
| Capital expenditures | 64,383,303 | 27,286,472 | 17,922,964 | 16,832,529 | 18,201,485 |
| Gain / loss on sale of tangible capital assets | 330,508 | - | - | - | - |
| Contributed tangible capital assets | 2,473,869 | - | - | - | - |
| Transfer - amortization | (26,819,303) | (24,400,000) | (24,400,000) | (24,400,000) | (24,400,000) |
| Proceeds from borrowing | (28,134,415) | (1,797,848) | (1,641,302) | (1,579,668) | (624,282) |
| Principal payment on debt | 17,693,088 | 14,602,800 | 10,261,194 | 10,417,380 | 11,328,909 |
| Other | (999,967) | - | - | - | - |
| Transfers for capital - (Schedule 3) | (30,201,727) | (23,940,624) | (15,307,412) | (14,265,111) | (16,238,453) |
| Transfers between reserves - (Schedule 3) | - | - | - | - | - |
| Transfers for operating - (Schedule 3) | 34,418,973 | 34,229,147 | 36,047,584 | 37,341,879 | 38,817,519 |
| Transfer to/from deferred revenues | (2,159,756) | - | - | - | - |
| Transfer to/from surplus | 3,651,192 | 150,080 | 129,814 | 109,144 | 88,063 |
| Financial Plan Balance | \$ - | \$ - | \$ - | \$ - | \$ - |

(1) 2020 General Municipal Tax Levy is included at \$96,372,106, 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 \$113,072,106. 2020 general tax levy increase is 1.75% after taking into consideration \$1,297,157 in new construction assessable taxes.

Consolidated Financial Plans
Financial Plans 2020 to 2024

| | 2020 | 2021 | 2022 | 2023 | 2024 |
|--|------------------------|------------------------|------------------------|------------------------|------------------------|
| Transfers for capital | | | | | |
| Infrastructure reinvestment reserve | \$ 472,065 | \$ (943,250) | \$ (943,250) | \$ (1,028,250) | \$ (1,228,250) |
| Capital expenditure reserve | (8,495,043) | (7,630,858) | (5,301,144) | (5,695,111) | (7,468,453) |
| Land development reserve | (1,453,208) | - | - | - | - |
| Computer reserve | (1,373,547) | (523,000) | (523,000) | (523,000) | (523,000) |
| Endowment reserve | (9,116,492) | - | - | - | - |
| Off-street parking reserve | (481,841) | - | - | - | - |
| Regulated reserves for future expenditures | (565,462) | (100,000) | (200,000) | (200,000) | (200,000) |
| Road rehabilitation reserve | (5,091,426) | (5,650,000) | (5,650,000) | (5,650,000) | (5,650,000) |
| Community Works reserve | (2,101,803) | (4,206,500) | (1,453,750) | (1,168,750) | (1,168,750) |
| Northern Capital Planning Grant reserve | (1,656,725) | (3,400,250) | - | - | - |
| Solid waste reserve | (450,295) | (1,486,766) | (1,236,268) | - | - |
| Other | 112,050 | - | - | - | - |
| Subtotal transfers for capital (reserves) | (30,201,727) | (23,940,624) | (15,307,412) | (14,265,111) | (16,238,453) |
| <i>Deferred revenue</i> | | | | | |
| Deferred revenue | 1,742,215 | - | - | - | - |
| Total transfers for capital | \$ (28,459,511) | \$ (23,940,624) | \$ (15,307,412) | \$ (14,265,111) | \$ (16,238,453) |
| Transfers for operating | | | | | |
| Infrastructure reinvestment reserve | \$ (4,099,779) | \$ 2,119,375 | \$ 2,131,000 | \$ 2,131,000 | \$ 2,131,000 |
| Capital expenditure reserve | 11,432,492 | 16,148,525 | 17,230,187 | 18,358,896 | 19,695,019 |
| Endowment reserve | 4,022,571 | 4,100,000 | 4,100,000 | 4,100,000 | 4,100,000 |
| Mobile equipment reserve | 554,163 | 389,105 | 311,095 | 218,761 | 189,144 |
| Off-street parking reserve | 1,243,923 | 1,757,895 | 1,610,206 | 1,603,583 | 1,597,031 |
| Road rehabilitation reserve | 5,647,688 | 5,650,000 | 5,650,000 | 5,650,000 | 5,650,000 |
| Computer reserve | (135,457) | - | - | - | - |
| Snow reserve | (6,857) | - | - | - | - |
| Fortis BC reserve | (936,090) | (821,803) | - | - | - |
| Land development reserve | 119,415 | - | - | - | - |
| Fleet transfers | - | - | - | - | - |
| Regulated reserves for future expenditures | 690,311 | 385,625 | 385,625 | 385,625 | 385,625 |
| Community Works reserve | 3,167,544 | 3,297,176 | 3,305,301 | 3,447,811 | 3,447,811 |
| Northern Capital Planning Grant reserve | 5,884,578 | - | - | - | - |
| Safe Restart Grant reserve | 6,110,000 | - | - | - | - |
| Solid waste reserve | 710,964 | 1,203,249 | 1,324,169 | 1,446,203 | 1,621,888 |
| Other | 13,508 | - | 1 | - | 1 |
| Subtotal transfers for operating (reserves) | 34,418,973 | 34,229,147 | 36,047,584 | 37,341,879 | 38,817,519 |
| <i>Deferred revenues</i> | | | | | |
| Deferred revenue | 417,540 | - | - | - | - |
| Total transfers for operating | \$ 34,836,513 | \$ 34,229,147 | \$ 36,047,584 | \$ 37,341,879 | \$ 38,817,519 |
| Capital expenditures | | | | | |
| General | \$ 53,241,325 | \$ 19,245,114 | \$ 12,312,570 | \$ 10,814,668 | \$ 10,059,282 |
| Downtown district energy | 631,445 | - | - | - | - |
| Land | 1,787,687 | - | - | - | - |
| Sewer | 3,039,942 | 1,929,231 | 1,130,197 | 1,635,147 | 3,447,107 |
| Water | 5,682,904 | 6,112,127 | 4,480,197 | 4,382,714 | 4,695,096 |
| Total capital expenditures | \$ 64,383,303 | \$ 27,286,472 | \$ 17,922,964 | \$ 16,832,529 | \$ 18,201,485 |
| Transfers between reserves | | | | | |
| Capital expenditure reserve | \$ 286,328 | \$ 1,877,000 | \$ 1,877,000 | \$ 1,877,000 | \$ 1,877,000 |
| Endowment reserve | (1,333,624) | - | - | - | - |
| Land Development reserve | 1,333,624 | - | - | - | - |
| Computer reserve | 205,000 | 523,000 | 523,000 | 523,000 | 523,000 |
| Gaming reserve | (491,328) | (2,400,000) | (2,400,000) | (2,400,000) | (2,400,000) |
| Total transfers between reserves | \$ - | \$ - | \$ - | \$ - | \$ - |