

CITY OF SALMON ARM

BYLAW NO. 4456

A bylaw to amend the 2021 to 2025 Financial Plan

WHEREAS in accordance with the provisions of Section 165 of the Community Charter, the Council has adopted a financial plan for the period of 2021 to 2025;

AND WHEREAS it is deemed expedient to amend the Financial Plan;

NOW THEREFORE the Council of the City of Salmon Arm, in the Province of British Columbia, in an open meeting assembled, hereby enacts as follows:

1. "Schedule "A" of "City of Salmon Arm 2021 to 2025 Financial Plan Bylaw No. 4429 is hereby deleted in its entirety and replaced with Schedule "A" attached hereto and forming part of this bylaw.

2. SEVERABILITY

If any part, section, sub-section, clause of this bylaw for any reason is held to be invalid by the decisions of a Court of competent jurisdiction, the invalid portion shall be severed and the decisions that it is invalid shall not affect the validity of the remaining portions of this bylaw.

3. ENACTMENT

Any enactment referred to herein is a reference to an enactment of British Columbia and regulations thereto as amended, revised, consolidated or replaced from time to time.

4. EFFECTIVE DATE

This bylaw shall come into full force and effect upon adoption of same.

5. CITATION

This bylaw may be cited for all purposes as "City of Salmon Arm 2021 to 2025 Financial Plan Amendment Bylaw No. 4456".

READ A FIRST TIME THIS	12	DAY OF	April	2021
READ A SECOND TIME THIS	12	DAY OF	April	2021
READ A THIRD TIME THIS	12	DAY OF	April	2021
ADOPTED BY COUNCIL THIS	26	DAY OF	April	2021

"A. HARRISON"
MAYOR

"E. JACKSON"
CORPORATE OFFICER

City of Salmon Arm**2021 - 2025 Financial Plan**

	2021	2022	2023	2024	2025
	Budget	Budget	Budget	Budget	Budget
Consolidated Revenues					
Property and MRDT Taxes - Net	\$ 19,591,360	\$ 19,983,187	\$ 20,382,851	\$ 20,790,508	\$ 21,206,318
Frontage & Parcel Taxes	3,673,055	3,746,516	3,821,446	3,897,875	3,975,833
Sales of Service	8,528,585	8,699,157	8,873,140	9,050,603	9,231,615
Revenue From Own Sources	2,330,445	2,377,054	2,424,595	2,473,087	2,522,549
Rentals	423,435	431,904	440,542	449,353	458,340
Federal Government Transfers	-	-	-	-	-
Provincial Government Transfers	593,100	604,962	617,061	629,402	641,990
Other Government Transfers	224,699	229,193	233,777	238,453	243,222
Transfer From Prior Year Surplus	588,620	600,392	612,400	624,648	637,141
Transfer From Reserve Accounts	1,966,053	2,005,374	2,045,481	2,086,391	2,128,119
Transfer From Reserve Funds	-	-	-	-	-
Total Consolidated Revenues	\$37,919,352	\$38,677,739	\$ 39,451,293	\$ 40,240,320	\$ 41,045,127
Consolidated Expenditures					
General Government Services	\$ 4,108,395	\$ 4,190,563	\$ 4,274,374	\$ 4,359,861	\$ 4,447,058
Protective Services	6,113,075	6,235,337	6,360,044	6,487,245	6,616,990
Transportation Services	5,543,055	5,653,916	5,766,994	5,882,334	5,999,981
Environmental Health Services	55,010	56,110	57,232	58,377	59,545
Environmental Development Service	2,731,825	2,786,462	2,842,191	2,899,035	2,957,016
Recreation and Cultural Services	4,983,130	5,082,793	5,184,449	5,288,138	5,393,901
Fiscal Services - Interest	1,272,088	1,297,530	1,323,481	1,349,951	1,376,950
Fiscal Services - Principal	1,204,180	1,228,264	1,252,829	1,277,886	1,303,444
Capital Expenditures	3,737,750	2,332,092	3,034,371	2,929,967	3,063,500
Transfer to Surplus	-	-	-	-	-
Transfer to Reserve Accounts	2,065,724	3,587,449	3,003,561	3,228,723	3,218,362
Transfer to Reserve Funds	1,088,700	1,110,474	1,132,683	1,155,337	1,178,444
Water Services	2,715,245	2,769,550	2,824,941	2,881,440	2,939,069
Sewer Services	2,301,175	2,347,199	2,394,143	2,442,026	2,490,867
Total Consolidated Expenditures	\$37,919,352	\$38,677,739	\$ 39,451,293	\$ 40,240,320	\$ 41,045,127

2021 - 2025 Financial Plan

City of Salmon Arm

	2021	2022	2023	2024	2025
	Budget	Budget	Budget	Budget	Budget
Capital Projects					
Finances Acquired					
General Operating Fund	\$ 2,251,750	\$ 1,305,092	\$ 1,959,371	\$ 1,954,967	\$ 1,871,500
Water Operating Fund	768,000	500,000	500,000	800,000	391,000
Sewer Operating Fund	720,000	527,000	575,000	175,000	801,000
Federal Government Grants	2,391,001	-	-	-	1,000,000
Provincial Government Grants	3,967,681	-	-	-	1,000,000
Prior Year Surplus	18,000	-	-	-	-
Reserve Accounts	10,988,790	15,000	340,000	1,200,000	3,300,000
Reserve Funds	4,740,465	710,000	550,000	1,122,000	2,000,000
Development Cost Charges	1,662,750	3,335,000	3,445,000	3,373,000	1,000,000
Short Term Debt	-	-	-	-	-
Long Term Debt	7,810,525	-	-	500,000	2,000,000
Developer Contributions	2,241,530	44,000	40,000	40,000	-
Total Funding Sources	\$ 37,558,492	\$ 6,436,092	\$ 7,409,371	\$ 9,164,967	\$ 13,363,500

Finances Applied					
Transportation Infrastructure	\$ 20,583,227	\$ 3,622,000	\$ 3,619,500	\$ 5,219,500	\$ 7,193,000
Buildings	1,914,450	144,000	458,500	140,000	20,000
Land	-	-	300,000	-	-
IT Infrastructure	257,800	55,000	65,000	185,000	70,000
Machinery and Equipment	1,701,965	513,092	443,871	397,967	1,341,000
Vehicles	1,863,000	-	-	-	555,000
Parks Infrastructure	1,804,505	260,000	262,500	782,500	212,500
Utility Infrastructure	9,433,545	1,842,000	2,260,000	2,440,000	3,972,000
Total Capital Expense	\$ 37,558,492	\$ 6,436,092	\$ 7,409,371	\$ 9,164,967	\$ 13,363,500

Departmental Summary:

	2021	2022	2023	2024	2025
	Budget	Budget	Budget	Budget	Budget
General Government Services	\$ 193,770	\$ 122,500	\$ 138,500	\$ 208,500	\$ 120,000
Protective Services	2,413,900	140,000	55,000	55,000	125,000
Transportation Services	22,651,037	3,918,500	4,233,500	5,518,500	8,849,000
Environmental Health Services	58,510	2,500	327,500	27,500	2,500
Environmental Development Services	-	-	-	-	-
Recreation and Cultural Services	2,384,730	335,592	319,871	840,467	275,000
Water Services	6,379,825	1,390,000	1,760,000	2,340,000	691,000
Sewer Services	3,478,720	527,000	575,000	175,000	3,301,000
Total by Department	\$ 37,558,492	\$ 6,436,092	\$ 7,409,371	\$ 9,164,967	\$ 13,363,500

Schedule "B" – Bylaw #4456
2021 Revenue Policy Disclosure

1. Table One (1) reflects the proportion of total revenue proposed to be raised from each funding source in 2021. Property taxes form the greatest proportion of revenue of the City. The first column details the proposed percentage of revenue including Conditional Government Transfers and the second column shows the proposed percentage of revenue excluding Conditional Government Transfers. Conditional Government Transfers are funds provided by other levels of government or government agencies to fund specific projects. The absence of this funding would result in an increase to property taxes, debt borrowing or funding from reserves or other sources (ie. developers, donations, etc.) or result in the project not being undertaken.

The City collects three (3) types of parcel tax; a water frontage tax; a sewer frontage tax and a transportation parcel tax. The water and sewer frontage tax rate is applied to each parcel of land taxable foot frontage. The frontage rate is comprised of a capital debt repayment component plus 10% of the water and sewer operation and maintenance budget for preventative maintenance of the utilities infrastructure. The City introduced a transportation parcel tax in 2003. The transportation parcel tax is collected to maintain the City's transportation network to an adequate level to minimize future reconstruction costs and ensure the network is safe from hazards and disrepair. To this end, the transportation parcel tax provides a stable and dedicated source of funding. The transportation parcel tax was specifically implemented on a "flat rate per parcel" rather than an "ad valorem tax" basis recognizing that all classes of property are afforded equal access to the City's transportation network and should contribute to its sustainability equally. This method directed tax dollars away from business and industry to residential.

The City also receives a Municipal Regional District Tax (MRDT) which is levied and collected by the Provincial Government on all daily accommodation rentals within the City. Under the direction and approval of the Accommodation Industry, the City has applied to the Provincial Government to levy a 2% MRDT which will be utilized on initiatives that will increase exposure/awareness of Salmon Arm as a tourism destination with emphasis on off-season event expansion.

The City endorses a 'user pay' philosophy in its collection of fees and charges. Such fees and charges (ie. development, building, plumbing and fire permits, recreational program and rental fees and cemetery services) are reviewed annually to ensure adequate cost recovery for the provision of services. The policy of the City is to work towards full cost recovery for services provided. The objective in reviewing fees and charges periodically is to measure the cost of providing municipal services versus the cost recovery established through user fees and charges. Development Cost Charges are based on the City's Long Term Financial Plan. Included in this percentage is the City's investment income. The City exercises a stringent cash management plan to maximize investment and interest income.

Other sources of revenue provide funding for specific functions such as the Columbia Shuswap Regional District's contribution to the Shuswap Regional Airport, Recreation Centre, Shaw Centre, Cemeteries and Fire Training Centre.

The proceeds from borrowing and developer contributions fund capital projects pursuant to the City's Long Term Financial Plan.

Schedule “B” – Bylaw #4456
2021 Revenue Policy Disclosure

Table 1: Proportions of Total Revenue

Revenue Source	Percentage to Total Revenue	Percentage to Total Revenue
	Includes Conditional Government Transfers	Excludes Conditional Government Transfers
Property Taxes	37.84%	45.87%
Parcel Taxes	7.09%	8.60%
User Fees, Charges and Interest Income	21.79%	26.42%
Other Sources	18.19%	0.82%
Proceeds From Borrowing	15.09%	18.29%
	100.00%	100.00%

- Table Two (2) reflects the distribution of property tax between the different property classes. The objective of the City is to set tax rates in order to maintain tax stability while maintaining equality between the property classes. The policy of the City is to develop a tax rate which maintains the proportionate relationship between the property classes. Inflationary increases in assessments are reduced to reflect only the ‘real’ increase attributed to new construction for each property class. This allows the property owner to be confident that, in any year, their property tax bill will only increase as much as their proportion of the increase in tax revenue required year to year.

The City reviewed the property tax multiple structure and equalized the general municipal property tax rate and associated multiple for Class 5 (Light Industry) and Class 6 (Business) by shifting general municipal property taxes from Class 5 (Light Industry) to Class 6 (Business) commencing in 2017. This property tax stability strategy is in keeping with its objective to maintain tax stability while maintaining equality between property classifications.

Assessment values fluctuate as market values change in one class or another. It is this market value change that may precipitate an amendment to the class multiple.

The Provincial Government has legislated a municipal taxation rate cap for the Class 2 (Utilities) assessments. The City of Salmon Arm Class 2 (Utilities) general municipal property tax rate adheres to this legislation.

Schedule "B" – Bylaw #4456
2021 Revenue Policy Disclosure

Table 2: Distribution of Property Taxes Between Property Classes

Property Class	2021 Tax Rate	Class Multiple	Percentage to Total Property Tax	Percentage to Total Property Assessment Value
Residential	3.8106	1.00:1	66.54%	85.86%
Utilities	23.3118	6.12:1	0.82%	0.17%
Supportive Housing	0.000	0.00:1	0.00%	0.00%
Major Industry	65.7256	17.25:1	2.78%	0.21%
Light Industry	10.7869	2.83:1	2.42%	1.10%
Business	10.7869	2.83:1	26.71%	12.17%
Managed Forest Land	8.2540	2.17:1	0.00%	0.00%
Recreational/Non Profit	2.7756	0.73:1	0.14%	0.26%
Farm	12.8055	3.36:1	0.59%	0.23%

3. The City adopted a Permissive Tax Exemption Policy in 1998 which outlines the eligibility criteria to receive a permissive tax exemption. The Annual Municipal Report for 2020 contains a schedule of permissive tax exemptions granted for the year and the amount of tax revenue exempted.

Commencing in 1999, the City provided a three (3) year permissive tax exemption for each eligible organization. These include religious institutions, historical societies, some recreational facilities, service organizations and cultural institutions.

Table 3: Permissive Tax Exemptions

Organization	General Municipal Tax Exemption	Other Government Tax Exemption	Total
Churches	\$ 44,379.50	\$ 19,529.00	\$ 63,908.50
Non Profit Societies	399,877.00	175,351.00	575,288.00
Senior Centers	18,462.00	5,603.00	24,065.00
Other	3,837.00	1,266.00	5,103.00
Sports Clubs	283,064.00	85,211.00	368,275.00
Total	\$ 749,619.50	\$ 286,960.00	\$ 1,036,579.50

Schedule “B” – Bylaw #4456
2021 Revenue Policy Disclosure

4. The Official Community Plan for the City of Salmon Arm identifies the revitalization of the downtown as a priority. As a result, in 2005, the City established a Downtown Revitalization Tax Exemption Program pursuant to City of Salmon Arm Revitalization Tax Exemption Bylaw No. 3471.

The Revitalization Tax Exemption Program is a tool that Council is using to encourage property investment in the downtown area (hereinafter referred to as the Revitalization Area). Council’s objective is to stimulate and reinforce development initiatives in the Revitalization Area by promoting property investment within the C-2, “Town Centre Commercial Zone” and to reinforce the City’s investment in infrastructure upgrades and beautification projects.

City of Salmon Arm Revitalization Tax Exemption Bylaw No. 3741 establishes property tax exemptions in respect of construction of a new improvement or alteration of an existing improvement where the alteration has a value in excess of \$75,000.00 to encourage revitalization in the Revitalization Area.

Table 4: Revitalization Tax Exemptions

Area	2016 General Municipal Tax Exemption	2017 General Municipal Tax Exemption	2018 General Municipal Tax Exemption	2019 General Municipal Tax Exemption	2020 General Municipal Tax Exemption	2021 General Municipal Tax Exemption
C-2 “Downtown Commercial Zone”	\$ 34,828.47	\$ 29,851.20	\$ 24,304.74	\$ 24,657.03	\$ 18,939.56	\$ 14,424.23

5. The Official Community Plan for the City of Salmon Arm identifies the revitalization of the “Industrial Zones” as a priority. As a result, in 2014, the City established an Industrial Revitalization Tax Exemption Program pursuant to City of Salmon Arm Revitalization Tax Exemption Bylaw No. 4020.

The Revitalization Tax Exemption Program is a tool that Council is using to encourage property investment in the “Industrial Zones” (hereinafter referred to as the Revitalization Area). Council’s objective is to stimulate and reinforce development initiatives in the Revitalization Area by promoting property investment within the “Industrial Zone” and to reinforce the City’s investment in infrastructure upgrades and beautification projects.

City of Salmon Arm Revitalization Tax Exemption Bylaw No. 4020 establishes general municipal property tax exemptions in respect of construction of a new improvement or alteration of an existing improvement where the alteration has a value in excess of \$300,000.00 to encourage revitalization in the Revitalization Area.

This bylaw shall have an expiration date of five (5) years from the date of adoption.

Area	2016 General Municipal Tax Exemption	2017 General Municipal Tax Exemption	2018 General Municipal Tax Exemption	2019 General Municipal Tax Exemption	2020 General Municipal Tax Exemption	2021 General Municipal Tax Exemption
“Industrial Zone”	\$ 0.00	\$ 0.00	\$ 5,425.51	\$ 5,400.26	\$ 7,614.60	\$ 36,999.43