

**THE CORPORATION OF THE DISTRICT OF SUMMERLAND
BYLAW NUMBER 2019-012
Financial Plan (2019 – 2023) Bylaw**

**CONSOLIDATED FOR CONVENIENCE TO INCLUDE:
BYLAW 2019-029, 2019-029**

WHEREAS pursuant to section 165 of the *Community Charter*, the District must, by bylaw, adopt a financial plan before the annual property tax bylaw is adopted;

AND WHEREAS the Municipal Council of The Corporation of the District of Summerland has reviewed, prepared and solicited public input on the attached five year financial plan;

NOW THEREFORE the Municipal Council of The Corporation of the District of Summerland in open meeting assembled, enacts as follows:

1. Schedule 'A' entitled '2019-2023 Financial Plan' which is attached to and forms part of this bylaw is hereby declared to be the Financial Plan (2019-2023) of the District of Summerland for the period of January 1, 2019 to and including December 31, 2023.
2. Schedule 'B' entitled 'Revenue Policy' which is attached to and forms part of this bylaw is hereby declared to be the District of Summerland Revenue Policy.
3. This bylaw may be cited for all purposes as 'Financial Plan (2019-2023) Bylaw No. 2019-012'.

Read a first time this 8th day of April, 2019.

Read a second time this 8th day of April 2019.

Read a third time this 8th day of April, 2019.

Adopted by Municipal Council this 15th day of April, 2019.

Mayor

Corporate Officer

THE CORPORATION OF THE DISTRICT OF SUMMERLAND

Schedule A - 2019 - 2023 Financial Plan

Bylaw No. 2019-038

	2019		2020		2021		2022		2023	
Revenue										
Property Value Tax	9,281,259	18%	9,734,584	24%	10,209,434	25%	10,603,566	27%	11,009,523	26%
Parcel Taxes	2,260,465	4%	2,260,465	6%	2,264,465	5%	2,264,465	6%	2,264,465	5%
Fees and Charges	19,820,029	38%	20,412,225	50%	20,904,966	51%	21,410,367	54%	21,928,765	51%
Other Sources	21,083,682	40%	8,134,366	20%	7,800,096	19%	5,523,833	14%	7,883,926	18%
	<u>52,445,435</u>	<u>100%</u>	<u>40,541,641</u>	<u>100%</u>	<u>41,178,961</u>	<u>100%</u>	<u>39,802,231</u>	<u>100%</u>	<u>43,086,679</u>	<u>100%</u>
Expenses										
General Government	1,948,397		1,962,622		1,992,062		2,021,944		2,052,273	
Protective Services	2,974,152		2,893,764		2,937,171		2,981,228		3,025,947	
Works & Environmental Health Services	5,036,572		5,019,121		5,094,407		5,170,823		5,248,386	
Planning, Development, & Building Services	1,148,817		1,041,049		1,056,665		1,072,515		1,088,603	
Parks, Recreation, and Community Services	2,824,763		2,810,674		2,852,835		2,895,627		2,939,061	
Utilities	16,447,573		16,894,609		17,312,105		17,740,338		18,179,596	
Debt Interest	1,832,468		1,788,286		1,873,296		2,087,633		2,190,653	
Amortization	5,523,000		6,454,000		7,658,000		8,214,000		8,647,000	
	<u>37,735,742</u>		<u>38,864,126</u>		<u>40,776,541</u>		<u>42,184,109</u>		<u>43,371,519</u>	
Annual Surplus (Deficit)	14,709,693		1,677,515		402,420		(2,381,878)		(284,840)	
Adjustments:										
Transfer from investment in tangible capital assets equal to amortization	5,523,000		6,454,000		7,658,000		8,214,000		8,647,000	
Capital Expenditures	(27,216,845)		(11,083,666)		(15,443,698)		(7,238,107)		(7,395,630)	
Borrowing Proceeds	-		306,032		4,680,688		-		1,134,000	
Debt Principal	(1,197,682)		(1,131,382)		(1,131,382)		(1,254,958)		(1,254,959)	
Transfers to Special Funds	(2,062,372)		(2,170,670)		(2,170,670)		(2,218,413)		(2,218,413)	
Transfers from Special Funds	9,268,340		5,857,544		6,347,634		5,532,337		2,256,630	
Transfers to Accumulated Surplus	(687,832)		(852,703)		(877,632)		(814,077)		(1,072,788)	
Transfers from Accumulated Surplus	1,663,698		943,330		534,639		161,096		189,000	
FINANCIAL PLAN BALANCE	<u>0</u>		<u>0</u>		<u>0</u>		<u>0</u>		<u>0</u>	

Schedule B

REVENUE POLICY (200.4)

A. PROPORTION OF REVENUE BY SOURCE

Property Value Taxes

The District of Summerland (District) will attempt to keep the proportional share of revenue from property value taxes at a level similar to historical amounts, adjusted for non-market changes and the changing priorities of the Council.

The District will continue to use property value taxation as a primary source of revenue in the general fund. When new sources of revenue are made available to the District from senior governments, these revenues will be used to reduce dependency on property value taxation wherever possible.

Parcel taxes

Parcel taxes will continue to be utilized to raise revenues where Council determines they are more appropriate than property value taxes. Parcel taxes are most appropriate in situations such as utility services where only a portion of the community benefits from the service.

Fees and charges

Fees and charges will be utilized when they are both easily attributable to the service user and directly beneficial to those who utilize the service. The proportion of the costs recovered by the fees and charges will vary with the nature of the service provided.

The District will establish cost recovery policies for fee-supported services. The policies will consider whether the benefits received from the service are public and/or private.

The District will review fees/charges every two years, at a minimum, to ensure that they keep pace with changes in the cost-of-living as well as changes in the methods or levels of service delivery.

The District will consider market rates and charges levied by other public and private organizations for similar services in establishing rates, fees and charges.

Proceeds of borrowing

Borrowing will be considered when determining the funding source of large capital projects that provide benefits to taxpayers over a long period of time (20 years or more). The District will consider leasing opportunities when acquiring assets that provide benefits over a shorter period of time.

Other revenue sources

The District will actively pursue alternative revenue sources to reduce reliance on property value taxes.

The District will utilize surplus funds when appropriate. The *Community Charter* does not allow municipalities to plan an operating deficit (i.e. where expenditures exceed revenues). To ensure

this situation does not occur, revenue projections are conservative and authorized expenditures are closely monitored. The combination of conservative revenue projections and controlled expenditures should produce a modest annual operating surplus. Council will review options and provide direction to staff regarding the allocation of any operating surplus.

The District will establish and utilize reserve funds when appropriate. Reserve funds shall be set aside to:

- a. Provide sources of funds for future capital expenditures;
- b. Provide a source of funding for areas of expenditure that fluctuate significantly from year to year (ex. snow removal);
- c. Protect the District from uncontrollable or unexpected increases in expenditures or unforeseen reductions in revenues, or a combination of the two; and
- d. Provide for working capital to ensure sufficient cash flow to meet the District's needs throughout the year.

The District will utilize development cost charges to help fund capital projects deemed to be required in whole or in part due to development in the community. These charges will be set by bylaw and reviewed at a minimum every 5 years to ensure that project estimates remain reasonable and the development costs charges are aligned with the strategic goals of Council.

The District will develop and pursue new and creative partnerships with government, community institutions (churches, schools), and community groups as well as private and non-profit organizations to generate revenues, reduce costs and enhance service to the community

B. DISTRIBUTION OF PROPERTY VALUE TAXES

Council will set tax rates with the goal of tax stability. This is accomplished by Council first considering the historical proportion of taxes paid by each property classification before consideration of non-market changes in the property classes and then the tax levy on a typical home and the average assessed value for a business.

C. USE OF PERMISSIVE TAX EXEMPTIONS

The District believes that the Permissive Tax Exemption is an appropriate way to recognize the value of the services provided to the community by non-profit organizations. Permissive tax exemptions will be considered annually by Council. All applications for permissive tax exemptions will be reviewed in accordance with the current Permissive Tax Exemption Policy. Permissive Tax Exemptions will be reviewed at least every three years to ensure that the organization and property still meets the criteria established by Council.