

# Financial Plan Bylaw No. 1753, 2020 adopted April 14, 2020

A bylaw to adopt the Financial Plan for the Years 2020-2024

## CONSOLIDATED FOR CONVENIENCE ONLY

Includes amendments adopted up to November 23, 2020

## DISTRICT OF COLDSTREAM BYLAW NO. 1753, 2020

#### A BYLAW TO ADOPT THE FINANCIAL PLAN FOR THE YEARS 2020 - 2024

WHEREAS in accordance with the *Community Charter*, the Council is required, by bylaw, to adopt a Financial Plan for the municipality before the fifteenth day of May in each year;

NOW THEREFORE the Council of the District of Coldstream ENACTS AS FOLLOWS:

#### TITLE

1 This Bylaw may be cited as "DISTRICT OF COLDSTREAM FINANCIAL PLAN BYLAW NO. 1753, 2020."

#### INTERPRETATION

- 2 Unless otherwise provided in this Bylaw, words and phrases used herein have the same meanings as in the Community Charter, Local Government Act and the Interpretation Act as the context and circumstances may require.
- A reference to an Act in this Bylaw refers to a statute of British Columbia, and a reference to any statute, regulation, bylaw or other enactment refers to that enactment as it may be amended or replaced from time to time.
- 4 Words in the singular include the plural, and words in the plural include the singular.
- Headings are for convenience only and must not be construed as defining or limiting the scope or intent of the provisions.

### **SEVERABILITY**

If any part of this Bylaw is held to be invalid by a court of competent jurisdiction, the invalid part is severed and the remainder of the Bylaw continues to be valid.

## **ATTACHMENTS**

Schedules A, B and C attached hereto and forming part of this Bylaw is the 2020 – 2024 Financial Plan of the District of Coldstream for the period beginning January 1, 2020 and ending December 31, 2024.

READ A FIRST TIME this	9 <sup>th</sup>	day of	March	2020
READ A SECOND TIME this	9 <sup>th</sup>	day of	March	2020
READ A THIRD TIME this	9 <sup>th</sup>	day of	March	2020
ADOPTED this	14 <sup>th</sup>	day of	April	2020
Corporate Officer	Mayor			

## Attachments:

Schedule A – Consolidated Statement of Operations 2020-2024 - (Replaced November 23, 2020 by Schedule B – Consolidated Statement of Reserves 2020-2024 - Amendment Bylaw No. 1764, 2020)

anientalient bylaw No. 1704.

Schedule C – Revenue and Tax Policy Disclosure 2020-2024

## DISTRICT OF COLDSTREAM CONSOLIDATED STATEMENT OF OPERATIONS FIVE YEAR FINANCIAL PLAN 2020-2024

## Schedule A

REVENUES           Municipal Taxation, net         6,993,500         7,089,190         7,186,450         7,285,290         7,385,740           Sale of Services         324,510         339,000         333,590         338,240         342,950           Revenue From Own Sources         697,140         702,740         708,390         714,100         719,850           Grants         6,675,860         958,670         958,850         982,100         982,290           Sewer User Fees         1,559,560         1,598,310         1,638,030         1,678,750         1,720,480           Development cost charges         16,587,100         10,861,140         11,011,280         11,382,900         1,342,900           Evelopment Services         971,560         990,140         1,009,120         1,053,490         1,048,270           Protective Services         2,387,445         2,417,450         2,455,680         2,499,490         2,541,630           Transportation Services         3,851,010         3,831,600         3,880,410         393,904         145,880         149,060         152,340           Pers Services         1,492,680         1,482,630         1,510,190         1,531,960         152,340           Development Services         1,369,990<		2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Utility Taxes/Grants In Lieu   180,530   183,230   185,970   188,760   191,590   Sale of Services   324,510   329,000   333,590   338,240   342,950   Revenue From Own Sources   697,140   702,740   708,390   714,100   719,850   Grants   6,675,860   958,670   958,850   982,100   982,290   Sewer User Fees   1,555,660   1,598,310   1,638,030   1,678,750   1,720,480   Development cost charges   156,600   10,861,140   11,011,280   11,187,240   11,342,900   EXPENSES   16,587,100   10,861,140   1,009,120   1,053,490   1,048,270   Protective Services   2,387,445   2,417,450   2,455,680   2,499,490   2,541,630   7ransportation Services   3,851,010   3,831,860   3,880,460   3,980,410   Parks Services   1,472,680   1,482,630   1,510,190   1,531,960   1578,120   Environmental Health Services   139,690   144,750   145,880   149,060   152,340   Development Services   1,699,520   1,711,860   1,724,480   1,737,380   1,750,570   Fiscal Services   1,699,520   1,711,860   1,724,480   1,737,380   1,750,570   Fiscal Services   1,699,520   1,711,860   1,724,480   1,737,380   1,750,570   Fiscal Services   1,699,520   1,711,860   1,724,480   1,737,380   1,750,570   1,088,905   1,150,500   11,305,640   11,488,700   11,645,920   11,088,905   1,510,500   1,305,640   11,488,700   1,645,920   1,081,940   1,08	REVENUES					_
Sale of Services         324,510         329,000         333,590         338,240         342,950           Revenue From Own Sources         697,140         702,740         708,390         714,100         719,850           Grants         6,675,860         988,670         98,850         982,100         982,290           Sewer User Fees         1,559,560         1,598,310         1,638,030         1,678,750         1,720,480           Development cost charges         16,587,100         10,861,140         11,011,280         11,187,240         11,342,900           EXPENSES           General Government Services         2,387,445         2,417,450         2,455,680         2,499,490         2,541,630           Transportation Services         3,851,010         3,881,860         3,880,460         3,930,160         3,980,410           Parks Services         1,472,680         1,482,630         1,510,190         1,531,960         1,578,120           Environmental Health Services         384,800         393,920         403,260         412,830         422,600           Sewer Services         1,699,520         1,711,860         1,724,480         1,737,380         1,70,507           Fiscal Services         1,820,00         19,40         17,502,	Municipal Taxation, net	6,993,500	7,089,190	7,186,450	7,285,290	7,385,740
Revenue From Own Sources Grants         697,140         702,740         708,390         714,100         719,850           Grants         6,675,860         958,670         958,850         982,100         982,290           Sewer User Fees         1,559,560         1,598,310         1,638,030         1,678,750         1,720,480           Development cost charges         156,587,100         10,861,140         11,011,280         11,187,240         11,342,900           EXPENSES           General Government Services         2,387,445         2,417,450         2,455,680         2,499,490         2,541,630           Transportation Services         3,851,010         3,881,860         3,880,460         3,990,10         3,980,410           Parks Services         1,472,680         1,482,630         1,510,190         1,531,960         1578,120           Environmental Health Services         384,800         393,920         403,260         412,830         152,344           Development Services         1,699,520         1,711,860         1,724,480         1,737,380         1,75,570           Fiscal Services         1,699,520         1,711,860         1,724,480         1,733,380         1,75,570           Fiscal Services         1,682,000         1,989,19	Utility Taxes/Grants In Lieu	180,530	183,230	185,970	188,760	191,590
Grants Sewer User Fees         1,559,560         1,559,560         1,559,310         1,638,030         1,678,750         1,720,480           Development cost charges         156,000         1,638,030         1,678,750         1,720,480           (15,687,100         10,861,140         11,011,280         11,187,240         11,342,900           EXPENSES           General Government Services         971,560         990,140         1,009,120         1,053,490         1,048,270           Protective Services         2,387,445         2,417,450         2,455,680         2,499,490         2,541,630           Transportation Services         3,851,010         3,831,860         3,830,460         3,930,160         3,980,410           Parks Services         1472,680         1,482,630         1,510,90         1,531,960         1,578,120           Environmental Health Services         139,690         142,750         145,880         149,060         152,340           Development Services         3,84,800         393,920         403,260         412,830         475,070           Fiscal Services         1,699,520         1,711,860         1,724,480         1,737,380         1,759,070           Fiscal Services         1,82,000         1,90 <td< th=""><th>Sale of Services</th><th>324,510</th><th>329,000</th><th>333,590</th><th>338,240</th><th>342,950</th></td<>	Sale of Services	324,510	329,000	333,590	338,240	342,950
Sewer User Fees Development cost charges         1,559,560 156,000         1,598,310         1,638,030         1,678,750         1,720,480           EXPENSES         16,587,100         10,861,140         11,011,280         11,187,240         11,342,900           EXPENSES         971,560         990,140         1,009,120         1,053,490         1,048,270           Protective Services         2,387,445         2,417,450         2,455,680         2,499,490         2,541,630           Transportation Services         3,851,010         3,831,860         3,80,460         3,930,160         3,980,410           Parks Services         1,472,680         1,482,630         1,510,190         1,531,960         1,578,120           Environmental Health Services         384,800         393,920         403,260         412,830         422,600           Sewer Services         1,699,520         1,711,860         1,724,480         1,737,380         1,750,570           Fiscal Services         1,699,520         17,11,860         1,724,480         1,743,30         17,1980           SURPLUS (DEFICIT) FOR THE YEAR         5,498,195         (288,910)         (294,360)         (301,460)         (303,020)           ADJUST FOR NON-CASH ITEMS         8,500         8,500         8,500	Revenue From Own Sources	697,140	702,740	708,390	714,100	719,850
Development cost charges	Grants	6,675,860	958,670	958,850	982,100	982,290
Table   Tabl	Sewer User Fees	1,559,560	1,598,310	1,638,030	1,678,750	1,720,480
EXPENSES         General Government Services         971,560         990,140         1,009,120         1,053,490         1,048,270           Protective Services         2,387,445         2,417,450         2,455,680         2,499,490         2,541,630           Transportation Services         3,851,010         3,881,860         3,880,460         3,980,410         3,980,410           Parks Services         1,472,680         1,482,630         1,510,190         1,531,960         1,578,120           Environmental Health Services         139,690         142,750         145,880         149,060         152,340           Development Services         1,699,520         1,711,860         1,724,480         1,737,380         1,750,570           Fiscal Services         1,899,520         1,711,860         1,724,480         1,737,380         1,750,570           Fiscal Services         1,82,200         179,440         176,570         174,330         171,980           Fiscal Services         1,82,200         179,440         176,570         174,330         171,980           SURPLUS (DEFICIT) FOR THE YEAR         5,498,195         (288,910)         (294,360)         (301,460)         23316,450           SURPLUS (DEFICIT) FOR THE YEAR         5,498,195         (2,88,910) <td< th=""><th>Development cost charges</th><th>156,000</th><th>-</th><th>-</th><th>-</th><th>-</th></td<>	Development cost charges	156,000	-	-	-	-
General Government Services         971,560         990,140         1,009,120         1,053,490         1,048,270           Protective Services         2,387,445         2,417,450         2,455,680         2,499,490         2,541,630           Transportation Services         3,851,010         3,831,860         3,880,460         3,930,160         3,980,410           Parks Services         1,472,680         1,482,630         1,510,190         1,531,960         152,340           Development Services         384,800         393,920         403,260         412,830         422,600           Sewer Services         1,699,520         1,711,860         1,724,480         1,737,380         1,750,570           Fiscal Services         182,200         179,440         176,570         174,330         179,980           Fiscal Services         182,200         179,440         176,570         174,330         179,980           Fiscal Services         182,200         179,440         176,570         174,387         174,980           Fiscal Services         5,498,195         (288,910)         (294,360)         (301,460)         303,020           SURPLUS (DEFICIT) FOR THE YEAR         2,308,550         2,310,450         2,312,400         2,314,400         2,316,		16,587,100	10,861,140	11,011,280	11,187,240	11,342,900
Protective Services         2,387,445         2,417,450         2,455,680         2,499,490         2,541,630           Transportation Services         3,851,010         3,831,860         3,880,460         3,930,160         3,980,410           Parks Services         1,472,680         1,482,630         1,510,190         1,531,960         1,578,120           Environmental Health Services         139,690         142,750         145,880         412,830         422,600           Sewer Services         1,699,520         1,711,860         1,724,480         1,737,380         1,750,570           Fiscal Services         182,200         179,440         176,570         174,330         171,980           SURPLUS (DEFICIT) FOR THE YEAR         5,498,195         (288,910)         (294,360)         (301,460)         (303,020)           SURPLUS (DEFICIT) FOR THE YEAR         5,498,195         (288,910)         (294,360)         (301,460)         (303,020)           SURPLUS (DEFICIT) FOR THE YEAR         5,498,195         (288,910)         (294,360)         (301,460)         (303,020)           SURPLUS (DEFICIT) FOR THE YEAR         5,498,195         (288,910)         (294,360)         (301,460)         2316,450           ADJUST FOR NON-CASH ITEMS <td< th=""><th>EXPENSES</th><th></th><th></th><th></th><th></th><th>_</th></td<>	EXPENSES					_
Transportation Services         3,851,010         3,831,860         3,880,460         3,930,160         3,980,410           Parks Services         1,472,680         1,482,630         1,510,190         1,531,960         1,578,120           Environmental Health Services         139,690         142,750         145,880         149,060         152,340           Development Services         1,699,520         1,711,860         1,724,480         1,737,380         1,750,570           Fiscal Services         1,699,520         1,79,440         176,570         174,330         171,980           Fiscal Services         182,200         179,440         176,570         174,330         171,980           SURPLUS (DEFICIT) FOR THE YEAR         5,498,195         (288,910)         (294,360)         (301,460)         (303,020)           SURPLUS (DEFICIT) FOR THE YEAR         5,498,195         (288,910)         (294,360)         (301,460)         (303,020)           SURPLUS (DEFICIT) FOR THE YEAR         5,498,195         (288,910)         (294,360)         (301,460)         (303,020)           SURPLUS (DEFICIT) FOR THE YEAR         5,498,195         (2,310,450)         (2,312,400         2,314,400         2,316,450         (301,460)         (303,020)         (301,460)	<b>General Government Services</b>	971,560	990,140	1,009,120	1,053,490	1,048,270
Parks Services         1,472,680         1,482,630         1,510,190         1,531,960         1,578,120           Environmental Health Services         139,690         142,750         145,880         149,060         152,340           Development Services         3,699,520         1,711,860         1,724,480         412,830         422,600           Sewer Services         1,699,520         1,711,860         1,724,480         1,737,380         1,750,707           Fiscal Services         182,200         179,440         176,570         174,330         171,980           SURPLUS (DEFICIT) FOR THE YEAR         5,498,195         (288,910)         (294,360)         (301,460)         1,645,920           ADJUST FOR NON-CASH ITEMS         Amortization expense         2,308,550         2,310,450         2,312,400         2,314,400         2,316,450           Inventory expense         8,500         8,500         8,500         8,500         8,500         8,500         8,500         156,000         157,000           Interest accrual         31,060         28,990         26,840         24,610         22,280           TOTAL CASH FROM OPERATIONS         7,999,305         2,213,030         2,208,380         2,202,050         2,201,210     <	Protective Services	2,387,445	2,417,450	2,455,680	2,499,490	2,541,630
Environmental Health Services   139,690   142,750   145,880   149,060   152,340   Development Services   384,800   393,920   403,260   412,830   422,600   Sewer Services   1,699,520   1,711,860   1,724,480   1,737,380   1,750,570   Fiscal Services   182,200   179,440   176,570   174,330   171,980   11,088,905   11,150,050   11,305,640   11,488,700   11,645,920	Transportation Services	3,851,010	3,831,860	3,880,460	3,930,160	3,980,410
Development Services         384,800         393,920         403,260         412,830         422,600           Sewer Services         1,699,520         1,711,860         1,724,480         1,737,380         1,750,570           Fiscal Services         182,200         179,440         176,570         174,330         171,980           11,088,905         11,150,050         11,305,640         11,488,700         11,645,920           SURPLUS (DEFICIT) FOR THE YEAR         5,498,195         (288,910)         (294,360)         (301,460)         (303,020)           ADJUST FOR NON-CASH ITEMS           Amortization expense         2,308,550         2,310,450         2,312,400         2,314,400         2,316,450           Inventory expense         8,500         8,500         8,500         8,500         8,500           Prepaid expense         153,000         154,000         155,000         156,000         157,000           Interest accrual         31,060         28,990         26,840         24,610         22,280           TOTAL CASH FROM OPERATIONS         7,999,305         2,213,030         2,208,380         2,202,050         2,201,210           TOTAL CASH FROM OPERATIONS         7,999,305         2,213,030	Parks Services	1,472,680	1,482,630	1,510,190	1,531,960	1,578,120
Sewer Services         1,699,520         1,711,860         1,724,480         1,737,380         1,750,570           Fiscal Services         182,200         179,440         176,570         174,330         171,980           SURPLUS (DEFICIT) FOR THE YEAR         5,498,195         (288,910)         (294,360)         (301,460)         (303,020)           ADJUST FOR NON-CASH ITEMS           Amortization expense         2,308,550         2,310,450         2,312,400         2,314,400         2,316,450           Inventory expense         8,500         8,500         8,500         8,500         8,500         8,500           Prepaid expense         153,000         154,000         155,000         156,000         157,000           Interest accrual         31,060         28,990         26,840         24,610         22,280           TOTAL CASH FROM OPERATIONS         7,999,305         2,213,030         2,208,380         2,202,050         2,201,210           ADJUST FOR CASH ITEMS           Capital asset expenditures         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)	<b>Environmental Health Services</b>	139,690	142,750	145,880	149,060	152,340
Total Cash From Operations   182,200   179,440   176,570   174,330   171,980	Development Services	384,800	393,920	403,260	412,830	422,600
11,088,905   11,150,050   11,305,640   11,488,700   11,645,920	Sewer Services	1,699,520	1,711,860	1,724,480	1,737,380	1,750,570
SURPLUS (DEFICIT) FOR THE YEAR   5,498,195   (288,910)   (294,360)   (301,460)   (303,020)	Fiscal Services	182,200	179,440	176,570	174,330	171,980
ADJUST FOR NON-CASH ITEMS Amortization expense 2,308,550 2,310,450 2,312,400 2,314,400 2,316,450 Inventory expense 8,500 8,500 8,500 8,500 8,500 Inventory expense 153,000 154,000 155,000 156,000 157,000 Interest accrual 31,060 28,990 26,840 24,610 22,280 2,501,110 2,501,940 2,502,740 2,503,510 2,504,230 Interest accrual 2,501,110 2,501,940 2,502,740 2,503,510 2,504,230 Inventory expenditures (10,745,810) (2,532,500) (1,665,500) (1,223,700) (1,510,000) Inventory expenditures (8,500) (8,500) (8,500) (8,500) Inventory expenditures (153,000) (154,000) (155,000) (156,000) (157,000) Inventory expenditures (192,580) (192,580) (192,580) (192,580) Inventory expenditures (192,580) (192,580) (192,580) (192,580) Inventory expenditures (153,000) (154,000) (155,000) (156,000) (157,000) Inventory expenditures (153,000) (154,000) (155,000) (156,000) (157,000) Inventory expenditures (192,580) (192,580) (192,580) (192,580) Inventory expenditures (192,580) (192,580) (192,580) (192,580) Inventory expenditures (153,000) (154,000) (155,000) (156,000) (157,000) Inventory expenditures (153,000) (154,000) (155,000) (156,000) (156,000) (157,000) Inventory expenditures (192,580) (192,580) (192,580) (192,580) Inventory expenditures (192,580) (192,580) (192,580) (192,580) Inventory expenditures (192,580) (192,580) (192,580) (192,580) (192,580) (192,580) Inventory expenditures (192,580) (192,5		11,088,905	11,150,050	11,305,640	11,488,700	11,645,920
Amortization expense         2,308,550         2,310,450         2,312,400         2,314,400         2,316,450           Inventory expense         8,500         8,500         8,500         8,500         8,500         8,500         8,500         8,500         8,500         8,500         8,500         8,500         8,500         8,500         157,000         157,000         157,000         157,000         157,000         157,000         157,000         22,280         2,501,110         2,501,940         2,502,740         2,503,510         2,504,230         2,504,230         2,202,050         2,201,210         2,501,110         2,501,940         2,502,740         2,503,510         2,504,230         2,202,050         2,201,210         2,501,210         2,501,210         2,502,740         2,503,510         2,504,230         2,202,050         2,201,210         2,501,210         2,501,210         2,501,210         2,502,740         2,503,510         2,504,230         2,201,210         2,501,210         2,501,210         2,501,210         2,502,050         2,201,210         2,201,210         2,201,210         2,201,210         2,201,210         2,201,210         2,201,210         2,201,210         2,201,210         2,201,210         2,201,210         2,201,210         2,201,210         2,201,210         2,201,	SURPLUS (DEFICIT) FOR THE YEAR	5,498,195	(288,910)	(294,360)	(301,460)	(303,020)
Inventory expense   8,500   8,500   8,500   8,500   156,000   157,000   157,000   156,000   157,000   156,000   157,000   156,000   157,000   156,000   157,000   156,000   157,000   156,000   157,000   156,000   157,000   156,000   157,000   156,000   157,000   156,000   157,000   156,000   156,000   157,000   156,000   156,000   157,000   156,000   156,000   157,000   156,000   156,000   157,000   156,000   156,000   156,000   156,000   156,000   156,000   156,000   157,000   156,000   156,000   157,000   156,000   15	ADJUST FOR NON-CASH ITEMS					
Prepaid expense         153,000         154,000         155,000         156,000         157,000           Interest accrual         31,060         28,990         26,840         24,610         22,280           2,501,110         2,501,940         2,502,740         2,503,510         2,504,230           TOTAL CASH FROM OPERATIONS           7,999,305         2,213,030         2,208,380         2,202,050         2,201,210           ADJUST FOR CASH ITEMS           Capital asset expenditures         (10,745,810)         (2,532,500)         (1,665,500)         (1,223,700)         (1,510,000)           Inventory expenditures         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (156,000)         (157,000)         (157,000)         (156,000)         (157,000)         (157,000)         (156,000)         (157,000)         (192,580)         (192,580)         (192,580)         (192,580)         (192,580)         (192,580)         (192,580)         (192,580)         (192,580)         (192,580)         (192,580)         (192,580)         (192,580)         (192,580)         (192,580)         (192,580)         (192,580)         (192,580)	Amortization expense	2,308,550	2,310,450	2,312,400	2,314,400	2,316,450
State   Stat	Inventory expense	8,500	8,500	8,500	8,500	8,500
TOTAL CASH FROM OPERATIONS         2,501,110         2,501,940         2,502,740         2,503,510         2,504,230           ADJUST FOR CASH ITEMS           Capital asset expenditures         (10,745,810)         (2,532,500)         (1,665,500)         (1,223,700)         (1,510,000)           Inventory expenditures         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (156,000)         (157,000)           Prepaid expenditures         (153,000)         (154,000)         (155,000)         (156,000)         (157,000)           Debt principle repayment         (192,580)	Prepaid expense	153,000	154,000	155,000	156,000	157,000
TOTAL CASH FROM OPERATIONS         7,999,305         2,213,030         2,208,380         2,202,050         2,201,210           ADJUST FOR CASH ITEMS           Capital asset expenditures         (10,745,810)         (2,532,500)         (1,665,500)         (1,223,700)         (1,510,000)           Inventory expenditures         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)           Prepaid expenditures         (153,000)         (154,000)         (155,000)         (156,000)         (157,000)           Debt principle repayment         (192,580)         (192,580)         (192,580)         (192,580)         (192,580)         (192,580)           Debt proceeds         925,000         -         -         -         -         -           Transfers from (to) Reserves         1,124,800         (1,017,440)         (687,420)         (749,490)         (743,200)           Transfers from (to) Surplus         1,050,785         1,691,990         500,620         128,220         410,070           (7,999,305)         (2,213,030)         (2,208,380)         (2,202,050)         (2,201,210)	Interest accrual	31,060	28,990	26,840	24,610	22,280
ADJUST FOR CASH ITEMS  Capital asset expenditures Inventory expenditures (10,745,810) (2,532,500) (1,665,500) (1,223,700) (1,510,000) (1,510,000) (8,500) (8,500) (8,500) (8,500) (1,510,0		2,501,110	2,501,940	2,502,740	2,503,510	2,504,230
Capital asset expenditures         (10,745,810)         (2,532,500)         (1,665,500)         (1,223,700)         (1,510,000)           Inventory expenditures         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)           Prepaid expenditures         (153,000)         (154,000)         (155,000)         (156,000)         (157,000)           Debt principle repayment         (192,580)         (192,580)         (192,580)         (192,580)         (192,580)           Debt proceeds         925,000         -         -         -         -         -           Transfers from (to) Reserves         1,124,800         (1,017,440)         (687,420)         (749,490)         (743,200)           Transfers from (to) Surplus         1,050,785         1,691,990         500,620         128,220         410,070           (7,999,305)         (2,213,030)         (2,208,380)         (2,202,050)         (2,201,210)	TOTAL CASH FROM OPERATIONS	7,999,305	2,213,030	2,208,380	2,202,050	2,201,210
Capital asset expenditures         (10,745,810)         (2,532,500)         (1,665,500)         (1,223,700)         (1,510,000)           Inventory expenditures         (8,500)         (8,500)         (8,500)         (8,500)         (8,500)           Prepaid expenditures         (153,000)         (154,000)         (155,000)         (156,000)         (157,000)           Debt principle repayment         (192,580)         (192,580)         (192,580)         (192,580)         (192,580)           Debt proceeds         925,000         -         -         -         -         -           Transfers from (to) Reserves         1,124,800         (1,017,440)         (687,420)         (749,490)         (743,200)           Transfers from (to) Surplus         1,050,785         1,691,990         500,620         128,220         410,070           (7,999,305)         (2,213,030)         (2,208,380)         (2,202,050)         (2,201,210)	ADJUST FOR CASH ITEMS					
Inventory expenditures (8,500) (8,500) (8,500) (8,500) (8,500)  Prepaid expenditures (153,000) (154,000) (155,000) (156,000) (157,000)  Debt principle repayment (192,580) (192,580) (192,580) (192,580)  Debt proceeds 925,000		(10,745,810)	(2,532,500)	(1,665,500)	(1,223,700)	(1,510,000)
Prepaid expenditures         (153,000)         (154,000)         (155,000)         (156,000)         (157,000)           Debt principle repayment         (192,580)         (192,58				-	• • •	
Debt principle repayment       (192,580)       (192,580)       (192,580)       (192,580)       (192,580)         Debt proceeds       925,000       -       -       -       -         Transfers from (to) Reserves       1,124,800       (1,017,440)       (687,420)       (749,490)       (743,200)         Transfers from (to) Surplus       1,050,785       1,691,990       500,620       128,220       410,070         (7,999,305)       (2,213,030)       (2,208,380)       (2,202,050)       (2,201,210)	* *					
Debt proceeds         925,000         -	·					
Transfers from (to) Reserves       1,124,800       (1,017,440)       (687,420)       (749,490)       (743,200)         Transfers from (to) Surplus       1,050,785       1,691,990       500,620       128,220       410,070         (7,999,305)       (2,213,030)       (2,208,380)       (2,202,050)       (2,201,210)			-	-	-	-
Transfers from (to) Surplus 1,050,785 1,691,990 500,620 128,220 410,070 (7,999,305) (2,213,030) (2,208,380) (2,202,050) (2,201,210)	•		(1,017,440)	(687,420)	(749,490)	(743,200)
(7,999,305) (2,213,030) (2,208,380) (2,202,050) (2,201,210)			• • • •	• • •		
FINANCIAL PLAN BALANCE	- (,,					
	FINANCIAL PLAN BALANCE	-	-	-	-	-

# DISTRICT OF COLDSTREAM CONSOLIDATED STATEMENT OF OPERATIONS FIVE YEAR FINANCIAL PLAN 2020-2024

## Schedule B

	2020	2021	2022	2023	2024
	Budget	Budget	Budget	Budget	Budget
REVENUE					
Return On Investment	83,000	84,000	84,000	84,000	84,000
<b>Transfers From Operations</b>	2,329,520	2,262,440	2,316,920	2,321,490	2,326,150
	2,412,520	2,346,440	2,400,920	2,405,490	2,410,150
EXPENDITURES					
Transfer to Capital Projects	3,454,320	1,245,000	1,629,500	1,572,000	1,582,950
Transfer to (from) Surplus	(1,041,800)	1,101,440	771,420	833,490	827,200
	2,412,520	2,346,440	2,400,920	2,405,490	2,410,150
SURPLUS	-	-	-	-	-

## DISTRICT OF COLDSTREAM REVENUE AND TAX POLICY DISCLOSURE FIVE YEAR FINANCIAL PLAN 2020-2024

## Schedule C

The District has determined the funding priority for revenues to be applied firstly to operations, secondly to infrastructure and thirdly to growth and opportunities. This priority is important based on the need to provide essential services and socially beneficial services to the community at a reasonable standard on an annual basis; the need to ensure assets supporting the services provided are adequately funded for replacement; and the need for a progressive approach to the District's future.

## **FUNDING SOURCES**

In accordance with Section 165(7) of the Community Charter, the proposed funding sources for inclusion in the financial plan include property value taxes, parcel taxes, fees, other sources and proceeds from borrowing. The proration of these revenue sources for the District are comprised of the following:

Property Value Taxes	51.62%
Parcel Taxes	0.08%
Fees	13.58%
Other Sources	28.05%
Proceeds from Borrowing	6.67%

100.00%

### Objective:

\* Over the next five years, the District will seek to increase the proportion of revenue that is received from user fees and charges

## Policies:

- \* The District will review all user fee levels to ensure they are adequately meeting the costs of delivering the services provided.
- \* Where possible, the District will endeavor to supplement revenues from user fees and charges, rather than taxation.
- \* Aggressively seek available grants for projects to mitigate the potential impact on property taxation rates.

## **DISTRIBUTION OF PROPERTY TAXES**

The Distribution of the property tax revenue across the different property classes is as follows:

CI 1	Residential	91.30%
Cl 2	Utilities	0.98%
Cl 4	Major Industry	3.12%
CI 5	Light Industry	1.41%
CI 6	Business/Other	1.84%
CI 8	Rec/Non-profit	0.18%
CI 9	Farm	1.17%

100.00%

## Objective:

- \* In the longer term, ensure that the light industry and major industry rates are aligned with those of other competitive municipalities.
- \* The share of property tax paid by Farm (class 9) will be reviewed regularly by Council

## DISTRICT OF COLDSTREAM REVENUE AND TAX POLICY DISCLOSURE FIVE YEAR FINANCIAL PLAN 2020-2024

## Schedule C

## Policies:

- \* Where possible, supplement revenues from user fees and charges to help off set the tax burden of the property tax base.
- \* The class 2 rate will be set at the maximum rate as permitted under current legislation
- \* The class 4 rate will be calculated as a multiplier of the residential rate. The District will seek to maintain this multiplier at a rate of 10.3 to 1
- \* The class 5 rate will be calculated as a multiplier of the residential rate. The District will seek to maintain this multiplier at a rate of 3.4 to 1
- \* The class 6 rate will be calculated as a multiplier of the residential rate. The District will seek to maintain this multiplier at a rate of 2.4 to 1
- \* The class 8 rate will be calculated as a multiplier of the residential rate. The District will seek to maintain this multiplier at a rate of 1.0 to 1
- \* The class 9 rate will be calculated as a multiplier of the residential rate. The District will seek to maintain this multiplier at a rate of 3.8 to 1

#### PERMISSIVE TAX EXEMPTIONS

The Annual Municipal Report contains a list of permissive exemptions granted for the taxation year and the amount of tax revenue foregone. This list demonstrates the policy of council that permissive exemptions are granted to not-for-profit institutions that form a valuable part of our community. These include religious institutions, social service organizations, community service organizations, cultural/educational organizations and recreational organizations.

## Objective:

- \* The District will continue to provide permissive tax exemptions to Not For Profit organizations
- \* Over the next couple of years, the District will seek to expand its offering of permissive tax exemptions to include a tax revitalization program. The tax revitalization program will target development within the District based on the pre-defined neighborhood plans that have been developed.

### Policies:

- \* Develop a revitalization tax exemption program which details the kinds of activities the program will target and the location of the targeted activities.
- \* Integrate the revitalization tax exemption program into the District's existing initiatives as a means of attracting retail and commercial businesses to further invest in the community.