

2015 - 2019 FIVE YEAR FINANCIAL PLAN INFORMATION PACKAGE

- Highlights
- Supporting Schedules
- Five Year Financial Plan (2015 to 2019) Bylaw 3821, 2015



CITY OF CRANBROOK

FIVE YEAR FINANCIAL PLAN HIGHLIGHTS

2015 – 2019

Community Planning Goals Guide City's Financial Process

Cranbrook is a diverse and growing community that enjoys a high standard of municipal programs and services aimed at maintaining and improving quality of life for all residents.

Goals such as affordability, a strengthened economy, improved infrastructure, utility and environmental services, support of recreation, culture and the arts, as well as social responsibility help guide the City of Cranbrook in overseeing an annual \$70 million operating budget to maintain this standard.

Within Council's policy direction and key objectives, the budget process is guided by the Finance and Computer Services Department (Finance) and spans seven departments. Each department is responsible for overseeing a multitude of programs that keep City operations running smoothly. The majority of these public services, from road improvements to public transit and maintaining parks and green spaces, has a cost that is accounted for.

Investment in the local economy and improving civic pride have been seen through improvements of the downtown, improvements at the Airport, the strip, waste water treatment, arena upgrades, new Fire Hall, upgrades to roads and water distribution systems, fiber optic installation, expansion of the trail network and community parks improvements.

Meanwhile, the City has focused on keeping property taxes affordable while maintaining or improving levels of service. This fine balance has been achieved through efficiencies within City operations such as greater utilization of in-house services, as well as utilizing municipal reserves, increasing user fees and through government grants.

Once the Senior Management team completes their review following the policy direction and priorities of Council, the Budget is presented to Council and the public in a series of open budget meetings plus a special Budget meeting to consider public concerns. Council debates the issues presented and directs Administration on final Budget decisions. The Financial Plan is approved by bylaw prior to setting the tax rate in May.

The City has five funds: the General Fund, Water Fund, Sewer Fund, Solid Waste Fund and Airport Fund. In broad terms, the General Fund represents the cost of providing all the municipal services other than utilities and airport. Costs that are in excess of user fees, and other non-tax revenue, are funded by property taxes. The *Community Charter* requires that all revenue sources be identified and the revenue must cover all anticipated expenditures. The *Community Charter* does not allow the City to incur a Budget deficit.

City Programs

To serve the citizens of Cranbrook, the City operations are divided into programs. These programs represent everything the City does as part of its annual operations. These include police and fire protection, road maintenance, parks and recreation programs, development services, and provision of the water, solid waste management and sewer utilities, as well as administrative services that support City Council and the other operating programs such as human resources, payroll, accounting, and information technology.

Corporate Management

Within the corporate management structure, each program is assigned to a department. Each department has a Director who oversees the operations of the programs within his/her authority. There are seven departments, each of which reports to the Chief Administrative Officer. They are:

- Corporate Services
- Finance and Computer Services
- Public Works
- Leisure Services
- Engineering
- Fire & Emergency Services
- Airport

The City contracts police services through the RCMP.

Functional

A function is a broad group of like services.

- Solid Waste Management
- Cemetery Operations
- Policing
- Fire Protection
- Infrastructure Maintenance
- Public Transit
- Parks, Recreation and Culture
- Environmental Protection
- Development
- Legislative and Enforcement
- Corporate Administration
- Water Utility
- Sewer Utility
- Airport
- Debt Servicing
- Capital Expenditures

Financial Plan Process and Timing

The 2015 to 2019 Financial Plan process began in the fall of 2014. Guidelines, a timetable and current operating reports were sent to all the Directors. A capital plan and financial plan for each Department or function was prepared by the Directors. The CAO and senior finance staff met with the new City Council in early January to review the budget process and identify Council's priorities for the coming years.

Special Council Meetings were held during January, February, and March 2015, and the public was welcomed to attend. During these meetings Council reviewed the budget information and directed staff to make adjustments to the Financial Plan to line up with Council's objectives and priorities.

In April, Council adopted the 2015 to 2019 Five Year Financial Plan Bylaw, and in May they will consider the Cranbrook Tax Rates Bylaw at an open Council meeting.

Budget

Budget planning starts with an assumption that services will remain at the same levels as in the previous year. Then Finance begins costing for inflationary changes or contractual obligations within each department. Directors meet with their managers and review year-to-date actual costs against budgets and see if there are any overruns, areas that need more resources to maintain service levels or items that can be cut or reduced while still maintaining service levels.

The operating Budget is prepared on an incremental basis. This means it focuses on changes from the previous year's operations. These changes might include new or expanded programs at Council's discretion, non-controllable cost increases, salary and employment benefit increases related to Collective Agreements and the removal or addition of one-time recurring revenues and expenditures from the preceding year.

Property Taxes

Service Levels

The majority of the City's revenue is obtained through property taxes. When preparing the Budget, staff first determines the amount of revenue required to provide all the desired municipal services to our residents. Staff then determines the amount of revenue (other than property taxes) the City can expect to receive through fees and charges, federal and provincial government grants, etc. The difference between the budgeted expenditures and the other revenue represents the amount of property tax revenue the City must collect to provide the services to the levels prescribed by Council. To adjust the amount of property taxes required, the City must adjust the service levels provided. The challenge is to determine the appropriate service level weighed against the cost of providing that service. When the cost of providing a service increases (e.g. through inflation, changes in statutory requirements or product cost increases), the City must either raise more revenue to provide the same level of service or reduce the level of service provided.

The Tax Rate

The City determines the "tax rate" (a charge per \$1,000 of assessed property value) by dividing the sum of all the assessed property values in the City by the amount of property tax revenue that must be collected. The "tax rate" is simply a means of determining how much each individual property owner must pay to receive the package of services provided by the City. The rationale for this approach is that owners of larger properties pay more than owners of smaller properties, or that individuals owning larger homes, in general, have an ability to pay more than those in lesser valued properties. Consequently, we must calculate the tax rate each year based on the revenue the City must collect and the assessed values of all the properties in the City at that time. Changes in the total assessed values in the City will cause the tax rate to change, but will have no effect on the amount each property owner must pay unless his/her assessed value change is different from the average change in value.

Taxation Levels

The 2015 to 2019 Financial Plan includes budgeted property tax revenues for general municipal purposes as follows:

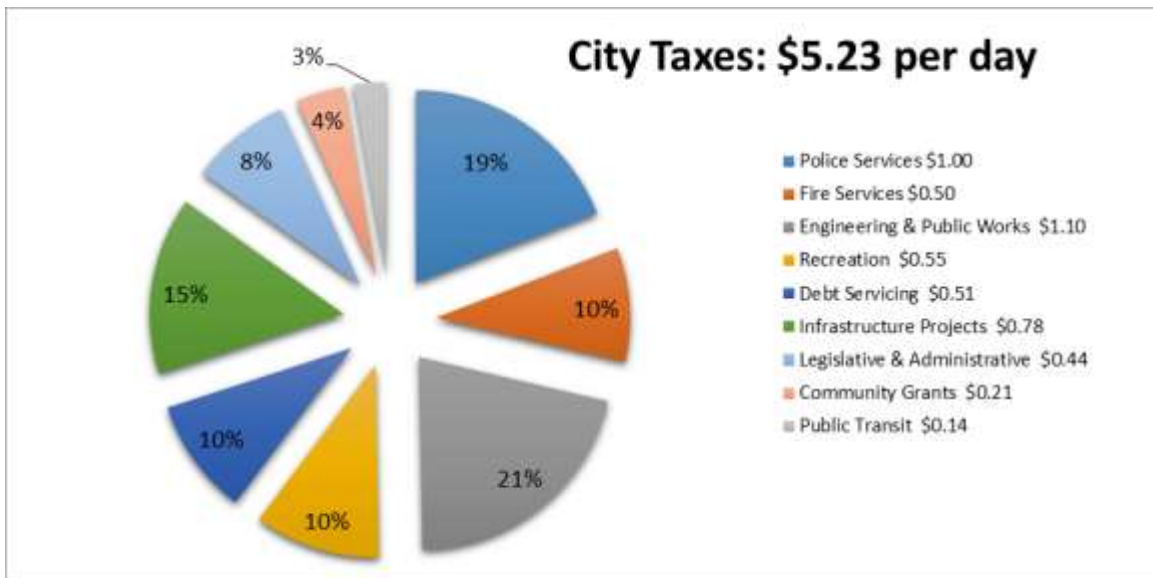
<u>Year</u>	<u>Taxation Revenue</u>
2015	\$ 23,875,864
2016	25,260,871
2017	26,618,511
2018	27,924,859
2019	28,789,279

The proposed increase to the property tax levy, after non-market change (new construction) of \$250,000 is 1.73% in 2015 and 3.96% in 2016. A 1% change in the levy relates to approximately \$230,000. The dedicated Road Improvement Tax that was introduced in 2010 will continue through all five years of the plan. An additional 1% property tax will be assessed to all properties and set aside for road work only. Thus, the projected General Property Tax increase for 2015 is 2.73% (4.96% in 2016). It is estimated that the 1% Road Improvement Tax will fund almost half - approximately \$8.7 million - of the \$18.2 million in capital road projects planned for 2015 through 2019.

Increase in General Municipal Property Taxes

The average general municipal property tax increase (excluding school and other non-city taxes) for taxpayers is projected to be about 1.73% or about \$12.71 per \$100,000 of assessed value for residential property unless City Council chooses to change the distribution of property taxes. The 1% dedicated Road Improvement Tax equates to about \$7.35 per \$100,000 of assessed value for residential property in 2015. The combined 2015 General Municipal Property Tax increase is 2.73% or \$20.06 per \$100,000 of assessed value.

For a home in Cranbrook with an average assessed value of \$253,000, the projected 2015 General Municipal Property Taxes will be about \$1,909 before the Home Owner Grant (or \$5.23/day) for all municipal services.



Eligible property owners can apply for an annual home owner grant which is deducted from their total tax bill. The grant amounts are \$770 – basic, and \$1,045 – senior/disability.

Distribution of Property Taxes

As per Section 165(3.1) of the *Community Charter*, the distribution of general municipal property taxes among the classes is estimated to be:

<u>Class</u>		<u>2015</u>
01	Residential	1.00
02	Utilities	6.57
05	Light Industry	2.81
06	Business and other	2.63
08	Rec/Non Profit	2.48
09	Farm	2.82

The above estimation is based on the 2014 distribution. On an annual basis, after the current year's budget has been finalized, City Council reviews the distribution of property taxes among property classes.

Utility and Parcel Tax Rates

The monthly utility fees for water, sewer, and solid waste (which were \$56.50 per month in 2014) are projected to be:

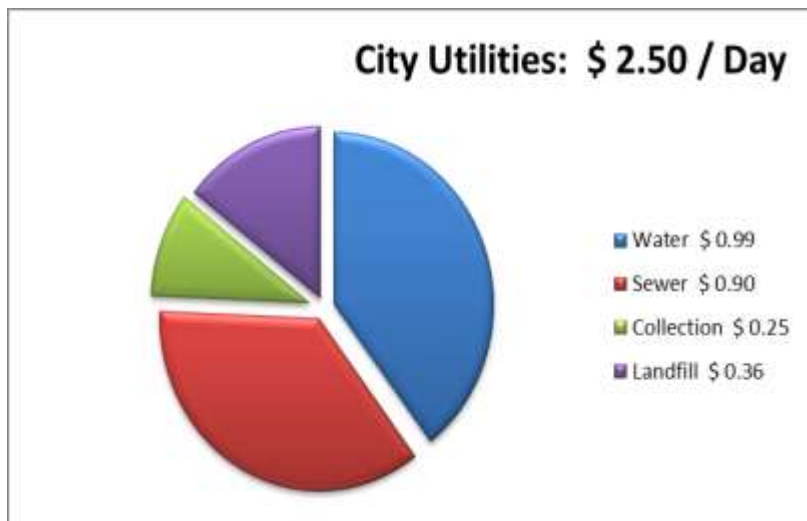
<u>Year</u>	<u>Monthly Rate</u>	<u>Revenue</u>
2015	\$ 59.50	\$ 7,179,844
2016	59.50	7,210,202
2017	59.50	7,239,043
2018	59.50	7,267,999
2019	59.50	7,297,071

The annual parcel tax charge (which was \$13 in 2014) is projected to be:

<u>Year</u>	<u>Rate per Taxable Meter Frontage</u>	<u>Revenue</u>	<u>Annual charge to average home (based on 15.25 m. lot)</u>
2015	\$ 13.00	\$ 2,293,999	\$ 198
2016	13.00	2,303,175	198
2017	13.00	2,312,388	198
2018	13.00	2,321,638	198
2019	13.00	2,330,924	198

Growth at an estimated rate of 0.4% is factored into the above revenue for the years 2015 to 2019. For an average home in Cranbrook, the projected 2015 utility and parcel tax fee will be about \$912 (or \$2.50 per day).

A 5% discount off the total annual utility bill will be provided to those property owners who pay in full before the end of February each year.



Capital Projects

The amounts designated for municipal capital expenditures over the next five years are:

2015 -	\$ 21,383,771
2016 -	7,239,947
2017 -	7,601,772
2018 -	11,247,522
2019 -	33,850,449

Capital purchases for all years have been summarized on the attached schedules.

Special Projects and Studies

The Five Year Financial Plan includes many special projects and one time planning items. Summaries showing the special projects for all years are attached.

Road Program

The 2015 budget includes \$3,167,881 for the roads program and road recap program. 2016 through 2019 will see another \$15,075,990 in capital roads projects.

The funding breakdown for the 2015 capital roads program is:

Taxation and Utility Fees	\$1,300,000
Municipal Infrastructure Reserve	350,000
GST Infrastructure Reserve	250,000
1% Roads Improvement Tax	1,267,881

Details of the 2015 preliminary road improvement program, pending firm construction pricing and other considerations, will be provided at a later date.

Western Financial Place

The City took over operation of the recreation complex in March, 2007. In 2012, the building was renamed Western Financial Place, after a naming rights agreement was reached with Western Financial Group. Projected revenues in 2015 from WFP, including pool operations, are \$919,700. Operating expenses are estimated to be \$2,831,641 before debt payments of \$1,619,441. In 2015, \$80,000 of the Naming Rights Reserve will be used to replace the arena floor covering at Western Financial Place.

During the 2015 budget process, Council resolved to eliminate the resident/non-resident (commonly known as the "two-tier") rate structure of Leisure Services' fees and charges. This will mean that all users of Leisure Services' programs and facilities will be charged the same rates.

Regional Landfill

The annual payment to the RDEK is expected to be \$1,700,000 in the years 2015 through 2019 for the regional landfill fee.

Financial Support

The City provides funding to non-profit organizations and agencies that provide services to the community including the Cranbrook Public Library, Key City Theatre, Chamber of Commerce, Museum of Rail Travel and Cranbrook Curling Club. In 2015, the funding is budgeted to be \$977,914.

In addition, City Council has approved permissive tax exemptions to not-for-profit organizations in 2015 in the estimated amount of \$227,131.

Listings of the 2015 Grants to Organizations and property tax exemptions are attached.

Public Transit

In partnership with BC Transit, the City continues to provide public transit and para-transit to the residents of Cranbrook. The cost of this service is shared with BC Transit. The City's share for 2015 is budgeted at \$660,000 net of revenue.



RCMP

The City has a contract with the RCMP to provide police services for the City. The 2015 contract for 26 Officers is budgeted at \$3,995,660.

Reserve Fund Activity

Budgeted deposits to reserve funds in 2015 amount to \$3,628,082. Some of the larger deposits include:

\$1,000,000	Recapitalization reserve for municipal capital assets
826,157	Federal gas tax rebate for infrastructure tangible capital assets
615,030	Airport Improvement Fee
200,000	Moir Park Development
190,000	GST rebate for residential infrastructure programs
100,000	Key City Theatre reserve
100,000	RCMP building reserve
86,876	Library building reserve
75,000	Sewer equipment replacement and utility capital reserves
60,000	Carbon Offset Reserve to support carbon emissions reduction

Reserve funds of \$3,638,884 are being spent in 2015 for various projects including:

\$ 934,000	Idlewild Park rehabilitation project
707,000	Public Works equipment replacement
350,000	Storm Sewer rehabilitation
299,900	Airport expansion debt servicing
250,000	Capital Roads program
163,500	LED Streetlights
100,000	Sidewalk Program
80,000	Western Financial Place improvement projects

Borrowing

Over the five-year period 2015 to 2019, the City plans to borrow approximately \$16,921,985 for various capital projects as follows:

Capital Project	Year	Amount	Term	Annual Payment
Fire Hall Training Facilities	2015	375,000	5 years	81,250
Water tanker truck (Fire)	2015	400,000	5 years	87,733
MCC Replacement - Irrigation Pump Station	2015	700,000	20 years	52,753
Transfer Pipeline - Phase II	2015	1,750,000	30 years	121,400
RCMP Building - Cell blocks	2016	228,685	10 years	33,650
Energy & Lighting Upgrades (WFP)	2016	175,000	10 years	21,917
Garbage Truck - Mechanized Pickup Truck (Incl. Bins)	2016	700,000	5 years	160,300
Fire Engine	2017	550,000	5 years	125,950
Curling Arena Chiller & Condenser	2017	240,000	10 years	30,058
Fire Ladder Truck	2019	1,300,000	15 years	119,373
WFP Main Complex Upgrades	2019	1,850,000	25 years	121,497
Curling Arena Shake Roof Assembly	2019	320,000	20 years	24,116
Twinning Supply from Phillips Reservoir	2019	2,000,000	20 years	150,722
Gold Creek Reservoir Diversion	2019	2,333,300	20 years	175,840
Water Treatment Plant	2019	4,000,000	20 years	301,444

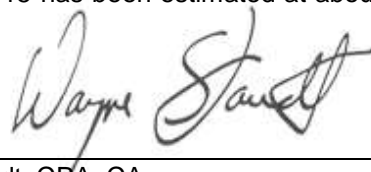
Salaries and Wages

A Collective Agreement with CUPE 2090 is currently in effect for the period of March 1, 2012 to February 28, 2017. This Collective Agreement provides negotiated increases to the CUPE wage scales on March 1st of each year; 2.0% in each of 2012, 2013 and 2014, 2.2% in 2015 and 2.3% in 2016. An equivalent increase to the CUPE negotiated increases will also be applied to the Exempt salary structure.

The City's Collective Agreement with Cranbrook Fire Fighters Local 1253 expired on December 31, 2014 and negotiations for a new collective agreement are expected to commence in 2015. The previous collective agreement continues to apply while a new collective agreement is negotiated.

Amortization of Capital Assets

Effective 2009, the Public Sector accounting rules required the City to begin amortizing (depreciating) its tangible assets over their useful life. Amortization for 2015 has been estimated at about \$6,500,000 and has been included in the Financial Plan.



W. Staudt, CPA, CA
 CAO

Capital Projects 2015 to 2019

Project	2015	2016	2017	2018	2019
General Fund:					
Corporate & Financial Services:					
City Hall Building	84,677			80,000	
Library Building					
Technology	15,000	15,000	8,000	15,000	15,000
Fibre Optic Network	42,137				
FH #1					
Other	44,000				
Protective Services:					
RCMP:					
Building		355,000			
Fire:					
Hall #1					
Hall #2	22,356			50,000	35,000
Mobile Equipment	400,000		550,000	42,000	1,342,000
Other Equipment	33,447	120,000	110,000	20,000	10,000
Engineering:					
Roads Program	2,417,881	2,624,447	2,877,072	3,147,522	3,426,949
Storm Sewers	350,000	350,000	350,000	350,000	350,000
Technology	25,000	25,000	25,000	25,000	25,000
Local Drainage		250,000	250,000	250,000	250,000
Other	30,000	30,000	30,000	30,000	30,000
Public Works:					
Buildings		25,000	50,000	355,000	200,000
Sidewalks	100,000	100,000	100,000	300,000	100,000
Mobile Equipment	538,547	435,000	610,000	195,000	189,000
General Equipment	111,507	40,000	40,000	40,000	50,000
Street/Traffic Lights	482,785	193,500	25,000	25,000	27,500
Parks	201,252		200,000	50,000	
Cemeteries		50,000	50,000	50,000	50,000
Other	154,785	10,000	10,000	10,000	10,000
Recreation/Culture:					
Parks	2,845,000	592,000	395,000		2,000,000
Western Financial Place	264,437	226,000	213,200	65,000	2,525,000
Curling Rink		25,000	300,000		320,000
Memorial/Kinsmen		50,000	225,000		150,000
Trail Network	151,331	70,000	90,000	100,000	100,000
Equipment	214,000	34,000	58,500	56,000	40,000
Moir Campground					
Total General Fund:	8,528,142	5,619,947	6,566,772	5,255,522	11,245,449

Capital Projects 2015 to 2019

<u>Project</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Water Fund:					
Buildings	209,880				
Roads Program	200,000	200,000	200,000	200,000	200,000
Mobile Equipment	285,000		75,000	150,000	100,000
General Equipment	53,706	30,000	30,000	37,000	40,000
Reservoir	40,000				9,000,000
Water Treatment Plant					12,000,000
Total Water Fund:	<u>788,586</u>	<u>230,000</u>	<u>305,000</u>	<u>387,000</u>	<u>21,340,000</u>
Sewer Fund:					
Buildings	80,000				
Roads Program	200,000	200,000	200,000	200,000	200,000
Sanitary Sewers	534,110	350,000	350,000	350,000	350,000
Mobile Equipment	302,357	45,000	75,000	150,000	100,000
General Equipment	22,576				100,000
Transfer Pipeline	6,000,000				
Spray Irrigation Site	1,820,000		60,000	4,000,000	115,000
Other	12,000				
Total Sewer Fund:	<u>8,971,043</u>	<u>595,000</u>	<u>685,000</u>	<u>4,700,000</u>	<u>865,000</u>
Solid Waste Fund:					
Garbage Truck	<u>200,000</u>	<u>700,000</u>		<u>200,000</u>	
Airport Fund:					
Airport Buildings	206,000	55,000		25,000	
Mobile Equipment		40,000	15,000		50,000
General Equipment	40,000		30,000	30,000	200,000
Runway	1,320,000			400,000	150,000
Apron	80,000				
Parking Lot	350,000			250,000	
Access Road	900,000				
Total Airport Fund:	<u>2,896,000</u>	<u>95,000</u>	<u>45,000</u>	<u>705,000</u>	<u>400,000</u>
Total Capital Projects	<u>21,383,771</u>	<u>7,239,947</u>	<u>7,601,772</u>	<u>11,247,522</u>	<u>33,850,449</u>

Special Projects 2015 - 2019

Project		2015	2016	2017	2018	2019
General Fund:						
Design Study on East Entrance Pullout	**	10,100				
Asia Pacific Twinning (EDO)	**	26,161				
Fiber Optic network design	**	5,900				
Wildlife Education	**	12,750	20,000	25,000	25,000	28,000
City Hall Old Storage Buildings Demo	**	27,471				
District Energy - Feasibility study (2015) design work (2016)		50,000	10,000			
OH&S training/gap analysis	**	9,073				
Rotary Park Washroom Design	**	8,000				
Trees at Kinsmen Quad Park	**	7,500				
Asset Management Plan (2014)	**	20,976				
Asset Management Plan		40,000	10,000	10,000	10,000	10,000
Master Development Plan - Moir Gravel Pit Reclamation	**	5,000				
DCC Bylaw update	**	29,733				
Storm Drainage Study	**	46,215				75,000
Municipal Master Plan		11,666				
Trees for Tomorrow	**	12,573				
Parks & Recreation Master Plan	**	50,000				
WFP - Energy Initiatives	**	36,108				
Fuel Tracking Software		20,000				
Fleet GPS		5,000	5,000	5,000	20,000	
Moir Park - Design for Tender - Campground					50,000	
Crush Waste Concrete Stockpiles				200,000		
Review of OCP					100,000	
Traffic Master Plan Update						75,000
Water Fund:						
Asset Management Plan (2014)	**	20,976				
Asset Management Plan		40,000	10,000	10,000	10,000	10,000
Leak Detection	**	11,922				
Water Conservation Program (Communications)		20,000	22,500	22,500	25,000	25,000
Watershed Creek Flow Monitoring		130,000				
Pathogen Monitoring at Phillips Reservoir (\$22,224 c/f)	**	82,224	60,000			
Water Master Plan		33,042				100,000
Municipal Master Plan		11,667				
Deep Well Rehabilitation		38,000				
Micro-generation Pre-design Study	**	10,000				
Micro-generation Station Design			10,000			
Micro-generation Stations			400,000			
Water Treatment Study				50,000		
Hydrant Testing		100,000			25,000	50,000
Sewer Fund:						
Asset Management Plan (2014)	**	20,976				
Asset Management Plan		40,000	10,000	10,000	10,000	10,000
Sanitary Sewer Master Plan	**	22,227				100,000
Municipal Master Plan		11,667				

** 2014 projects carried forward to 2015

2015 GRANTS TO ORGANIZATIONS

Following adoption of the City of Cranbrook Five Year Financial Plan, the following organizations and agencies were provided a grant by the City of Cranbrook for the year 2015:

Organization	Grant Amount
Army Cadets	\$ 2,500
Auxiliary Police	2,250
Boy Scouts	450
Boys and Girls Club	18,000
Canada Day	4,500
Cranbrook & District Arts Council	22,000
Cranbrook Community Theatre	5,000
Cranbrook Food Bank Society	495
Cranbrook Bugle Band	9,300
Cranbrook Search & Rescue	10,667
Cranbrook Society for Community Living	1,383
Girl Guides	1,830
Key City Theatre	72,930
Ktunaxa Nation Council (Street Angel)	12,000
Mount Baker School - Scholarship	3,500
Sam Steele Society	7,065
Save the Track	5,000
Senior Games Society	400
Summit Community Services	6,000
Sweetheart Committee	1,200
Symphony of the Kootenays	7,500
Cranbrook Chamber of Commerce	86,800
Cranbrook Archives, Museum & Landmark Foundation	94,620
Cranbrook Public Library Board	562,524
Cranbrook Curling Club	40,000
	<hr/>
	\$ 977,914

STATEMENT OF 2015 PROPERTY TAX EXEMPTIONS

Following adoption of City of Cranbrook Annual Taxation Exemption Bylaw No. 3811, 2014, the following properties were provided a permissive property tax exemption by City Council for the year 2015, as per sections 224(2)(a) and 224(2)(g) of the *Community Charter*.

<u>Roll Number</u>	<u>Address</u>	<u>Property Tax Exemption Recipient</u>	<u>Estimated Municipal Property Taxes to be exempted</u>
259.000	219 - 15th Avenue South	Fred Scott Rotary Villa	\$ 440
539.000	201 - 7th Avenue South	Ruthenian Greek Church	572
782.000	131 - 7th Avenue South	Kootenay Community Fellowship	890
841.000	821 - 1st Street South (100%)	New Apostolic Church Canada	56
889.000	125 - 10th Avenue South (53%)	Summit Community Services Society	5,489
1040.000	38 - 13th Avenue South	Synod of the Diocese of Kootenay	2,155
1102.000	2 - 12th Avenue South	United Church of Canada	776
1118.000	39 - 13th Avenue South	Canadian Mental Health Association	5,654
1121.000	45 - 13th Avenue South	Canadian Mental Health Association	1,066
1197.000	11 - 11th Avenue South	Cranbrook Community Theatre Society	2,750
1259.000	43 - 10th Avenue South	Roman Catholic Bishop of Nelson	566
1309.000	42 - 7th Avenue South	Cranbrook & District Search & Rescue Society	465
1310.000	38 - 7th Avenue South	Cranbrook & District Search & Rescue Society	6,613
1312.050	36 - 7th Avenue South	Cranbrook & District Search & Rescue Society	465
1520.000	16 - 12th Avenue North	Community Connections Society of Southeast BC	9,744
1522.000	20 - 12th Avenue North	Community Connections Society of Southeast BC	6,384
1524.000	22 - 12th Avenue North	Community Connections Society of Southeast BC	1,522
1595.001	20 - 14th Avenue North	Key City Theatre Society	26,383
1822.000	328 - 14th Avenue South	First Baptist Church of Canada	2,043
1972.000	300 - 10th Avenue South	Foursquare Gospel Church of Canada	1,396
2120.000	300 - 6th Avenue South	Seventh-Day Adventist Church (BC Conference)	1,366
2842.000	922 - 11th Avenue South	East Kootenay Lutheran Parish	2,999
2967.000	501 - 11th Avenue South	Pentecostal Assemblies of Canada	1,529
3479.000	1100 - 11th Street South	Summit Community Services Society	2,161
3640.000	1701 - 5th Street South	Catholic Independent Schools of Nelson Diocese	4,931
4525.000	2100 - 3rd Street South	Knox Presbyterian Church	1,674
4558.020	2200 - 3rd Street South	Trustees of Mt Baker Congregation of Jehovah's Witnesses	1,647
4673.500	19 - 15th Avenue South	Cranbrook Society for Community Living	30,300
4675.000	1500 - 1st Street South (50%)	Cranbrook Society for Community Living	2,128
4748.000	46 - 17th Avenue South	Ktunaxa Nation Council Society	4,263
4800.030	2324 - 2nd Street South	The Dwelling Place Church Ministries	3,100
5829.000	533 Slater Road NW	Governing Council Salvation Army in Canada	1,297
5961.025	572 Industrial Road B	Cranbrook Food Bank Society	6,871
8809.000	2001 - 21st Avenue North	Trustees of the Cranbrook Fellowship Baptist Church	2,549
8829.010	2304 - 4th Street North	Cranbrook Society for Community Living	2,369
8850.000	Kootenay Street North	Cranbrook Alliance Church	3,280
9510.000	1200 Kootenay Street North	Christian & Missionary Alliance, Canadian Pacific Div.	2,380
9890.000	2210 - 2nd Street North	Church of Jesus Christ of Latter-Day Saints	2,193
10101.000	1 Van Horne Street North	Cranbrook Archives Museum & Landmark Foundation	3,056
10189.000	629 - 6th Street NW	Cranbrook Christian School Society	2,005
12063.130	Lot 13, Adjacent to Elizabeth Lake	The Land Conservancy of BC	349
13016.001	1100 - 14th Avenue South	Roman Catholic Bishop of Nelson	2,643
18008.000	57 Van Horne Street South	Cranbrook Archives Museum & Landmark Foundation	9,543
18008.015	75 Van Horne Street South	Cranbrook Archives Museum & Landmark Foundation	31,871
18010.000	1 Van Horne Street North	Cranbrook Archives Museum & Landmark Foundation	1,929
18010.500	CP R/W Lease	Cranbrook Archives Museum & Landmark Foundation	1,434
			\$ 205,296
Special Taxation Bylaw 3779, 2013			
12233.000	2700 - 2nd Street South (75%)	Cranbrook Golf Club	\$ 21,835



THE CORPORATION OF THE
CITY OF CRANBROOK

BYLAW NO. 3821

FIVE YEAR FINANCIAL PLAN (2015 to 2019) BYLAW

The Municipal Council of the Corporation of the City of Cranbrook, in open meeting assembled, enacts as follows:

1. THAT Schedule "A" (Consolidated Financial Plan) attached hereto and forming part of this Bylaw is hereby declared to be the Five Year Financial Plan for the years 2015 to 2019, inclusive.
2. THAT this bylaw may be cited as "Five Year Financial Plan (2015 to 2019) Bylaw No. 3821, 2015."

Read a first time this 13 day of April, 2015.

Read a second time 13 day of April, 2015.

Read a third time 13 day of April, 2015.

Adopted this 15 day of April, 2015.

Mayor

A/Director of Corporate Services

CORPORATION CITY OF CRANBROOK
 SCHEDULE " A "
 TO ACCOMPANY BYLAW NO. 3821, 2015
 CONSOLIDATED FINANCIAL PLAN 2015 TO 2019
 UNAUDITED

REVENUE	2015	2016	2017	2018	2019
GENERAL MUNICIPAL PROPERTY TAXES	-24,184,816	-25,569,823	-26,927,463	-28,233,811	-29,098,231
PAYMENTS IN LIEU OF TAXES	-314,000	-314,000	-314,000	-314,000	-314,000
PARCEL & LOCAL AREA SERVICE TAXES	-2,339,856	-2,349,032	-2,358,244	-2,367,494	-2,376,781
SALE OF SERVICES & FEES	-3,863,888	-4,039,866	-4,105,086	-3,971,070	-6,250,874
AIRPORT FEES	-2,457,391	-2,499,167	-2,549,149	-2,607,779	-2,649,936
WATER/SEWER/SOLID WASTE FEES	-7,333,919	-7,364,277	-7,393,121	-7,422,076	-7,451,149
RENTALS	-377,490	-439,285	-381,553	-383,661	-385,822
RETURN ON INVESTMENTS	-368,000	-368,000	-369,000	-369,000	-369,000
FINES, PENALTIES & INTEREST	-332,769	-340,476	-342,227	-344,024	-345,868
TRANSFERS FROM OTHER GOV'TS	-9,807,315	-2,442,841	-1,557,802	-5,892,634	-14,219,301
TRANSFERS FROM RESERVES	-3,638,884	-1,841,172	-1,982,664	-1,206,509	-729,340
TRANSFERS FROM SURPLUS	-4,387,552	-95,000	-45,000	-505,743	-558,123
NON FUNDED AMORTIZATION	-6,499,998	-6,499,998	-6,499,998	-6,499,998	-6,499,998
TOTAL CITY REVENUE	-65,905,877	-54,162,936	-54,825,305	-60,117,801	-71,248,423
BORROWING FOR CAPITAL	-2,755,689	-1,103,685	-790,000	-	-11,803,333
BORROWING FOR SPECIAL PROJECTS	-	-	-	-	-
COLLECTIONS FOR OTHER GOVERNMENTS	-9,040,300	-9,040,300	-9,040,300	-9,040,300	-9,040,300
TOTAL ALL REVENUE	-\$77,701,866	-\$64,306,921	-\$64,655,605	-\$69,158,101	-\$92,092,056

CORPORATION CITY OF CRANBROOK
 SCHEDULE " A "
 TO ACCOMPANY BYLAW NO. 3821, 2015
 CONSOLIDATED FINANCIAL PLAN 2015 TO 2019
 UNAUDITED

	2015	2016	2017	2018	2019
EXPENDITURES					
GENERAL GOVERNMENT SERVICES	6,791,161	6,963,248	6,781,584	7,098,987	7,092,083
PROTECTIVE SERVICES	8,417,686	8,602,794	8,774,981	8,962,826	9,176,557
ENGINEERING SERVICES	1,095,086	926,597	947,200	968,318	1,139,965
PUBLIC WORKS SERVICES	4,334,047	4,369,248	4,573,738	4,498,572	4,681,808
WATER/SEWER/SOLID WASTE	6,552,392	6,566,579	6,254,484	6,343,003	6,682,236
RECREATION & CULTURAL SERVICES	3,963,141	3,834,525	3,939,272	4,371,276	4,123,592
AIRPORT	1,464,671	1,495,991	1,531,097	1,570,178	1,607,066
DEBT PAYMENTS	3,826,838	4,127,684	4,286,158	4,314,705	4,064,987
TRANSFER TO RESERVES	3,628,082	3,574,154	3,606,904	3,645,036	3,618,208
TRANSFER TO SURPLUS	704,693	1,065,857	818,116	597,380	514,808
CAPITAL EXPENDITURES FROM REVENUE	18,628,082	6,136,262	6,811,772	11,247,522	22,047,116
AMORTIZATION	6,499,998	6,499,998	6,499,998	6,499,998	6,499,998
TOTAL CITY EXPENDITURES	65,905,877	54,162,936	54,825,305	60,117,801	71,248,423
CAPITAL FROM BORROWING	2,755,689	1,103,685	790,000	-	11,803,333
BORROWING FOR SPECIAL PROJECTS	-	-	-	-	-
TRANSFERS TO OTHER GOV'TS	9,040,300	9,040,300	9,040,300	9,040,300	9,040,300
TOTAL ALL EXPENDITURES	\$77,701,866	\$64,306,921	\$64,655,605	\$69,158,101	\$92,092,056

CORPORATION CITY OF CRANBROOK
 SCHEDULE " A "
 TO ACCOMPANY BYLAW NO. 3821, 2015
 CONSOLIDATED FINANCIAL PLAN 2015 TO 2019
 UNAUDITED

	2015	2016	2017	2018	2019
CAPITAL EXPENDITURES					
GENERAL GOVERNMENT SERVICES					
FROM REVENUE	185,814	15,000	8,000	35,000	15,000
FROM BORROWING					
PROTECTIVE SERVICES					
FROM REVENUE	33,447	246,315	110,000	112,000	87,000
FROM BORROWING	422,356	228,685	550,000		1,300,000
TRANSPORTATION SERVICES					
FROM REVENUE	4,411,757	4,132,947	4,617,072	4,887,522	4,708,449
FROM BORROWING					
WATER/SEWER/SOLID WASTE					
FROM REVENUE	7,626,296	825,000	990,000	5,287,000	13,871,667
FROM BORROWING	2,333,333	700,000			8,333,333
RECREATIONAL & CULTURAL SERVICES					
FROM REVENUE	3,474,768	822,000	1,041,700	221,000	2,965,000
FROM BORROWING		175,000	240,000		2,170,000
AIRPORT					
FROM REVENUE	2,896,000	95,000	45,000	705,000	400,000
BORROWED PROCEEDS					
TOTAL CAPITAL EXPENDITURES	\$21,383,771	\$7,239,947	\$7,601,772	\$11,247,522	\$33,850,449

CORPORATION OF THE CITY OF CRANBROOK
SCHEDULE "A"
TO ACCOMPANY BYLAW NO. 3821, 2015

Distribution of Property Taxes by Class:

<u>Class</u>		<u>Multiplier</u>	<u>% of Taxes</u>
01	Residential	1.00	60.7%
02	Utilities	6.57	1.3%
05	Light Industry	2.81	1.1%
06	Business and other	2.63	36.3%
08	Recreation/Non-profit	2.48	0.5%
09	Farm	2.82	0.0%

The above estimation is based on the 2014 distribution. On an annual basis, City Council reviews the distribution of property taxes among property classes.

Use of Permissive Exemptions:

The guiding concept behind the approval of permissive property tax exemptions, is to give Council a means of supporting organizations within the community that further the City's objectives of enhancing the quality of life for its citizens. Organizations are subject to an annual eligibility review commencing with a request for assistance in writing. In order to be considered for a permissive property tax exemption, organizations must qualify for an exemption under Part 7 of the *Community Charter* and not be involved in a commercial venture. There is no obligation on the part of Council to grant the exemptions.