



**DISTRICT OF CLEARWATER**  
**2014 FIVE YEAR FINANCIAL PLAN**  
**BYLAW NO. 119, 2014**

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A Bylaw to Adopt the 2014 – 2018 Five Year Financial Plan

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**WHEREAS** Section 165 of the *Community Charter* requires that Council shall adopt a Five Year Financial Plan.

**NOW THEREFORE** the Council of the District of Clearwater, in open meeting assembled, enacts as follows:

**1. CITATION**

- 1.1 This bylaw may be cited as “District of Clearwater Bylaw No. 119, 2014, 2014 - 2018 Five Year Financial Plan.”

**2. PURPOSE**

- 2.1 Schedule “A” attached to and forming part of this bylaw is hereby declared to be the Financial Plan for the District of Clearwater for the five year period from January 1, 2014 to December 31, 2018.
- 2.2 Schedule “B” attached to and forming part of this bylaw is hereby declared to be the Statement of Objectives and Policies of the Financial Plan for the District of Clearwater for the five year period from January 1, 2014 to December 31, 2018.
- 2.3 Schedule “C” attached to and forming part of this bylaw is hereby declared to be the 2014 Capital Project Summary of the Financial Plan for the District of Clearwater for the one year period from January 1, 2014 to December 31, 2014.

**3. SEVERABILITY**

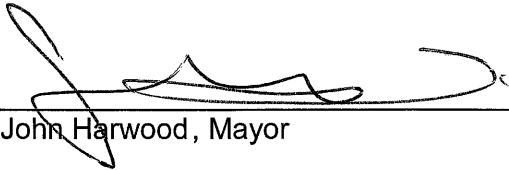
- 3.1 If a portion or section of this Bylaw is held invalid by a court of competent jurisdiction, then the invalid portion must be severed and the remainder of this bylaw is deemed to have been adopted without the severed section, subsection, paragraph, subparagraph, clause or phrase.

READ A FIRST TIME this 25<sup>th</sup>, day of March, 2014

READ A SECOND TIME this 25<sup>th</sup>, day of March, 2014

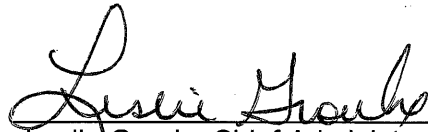
READ A THIRD TIME this 25<sup>th</sup>, day of March, 2014

ADOPTED this 1st, day of April, 2014.



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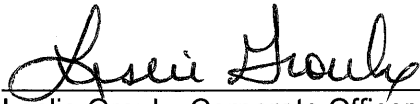
John Harwood, Mayor



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Leslie Groulx, Chief Administrative Officer

Certified to be a true and correct copy  
of Bylaw No. 119, 2014 cited as the  
"District of Clearwater Bylaw No. 119, 2014,  
2014 - 2018 Five Year Financial Plan" to be  
adopted by the Council of the District of Clearwater  
on this 1<sup>st</sup> day of April, 2014



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Leslie Groulx, Corporate Officer

## DISTRICT OF CLEARWATER 2014 - 2018 Five Year Financial Plan

**Schedule "A"**  
**District of Clearwater**  
**2014 – 2018 Five Year Financial Plan**

|                                       | <u>2014</u>               | <u>2015</u>               | <u>2016</u>               | <u>2017</u>               | <u>2018</u>               |
|---------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|                                       | <u>Budget</u>             | <u>Budget</u>             | <u>Budget</u>             | <u>Budget</u>             | <u>Budget</u>             |
| <b>Revenues</b>                       |                           |                           |                           |                           |                           |
| Municipal Taxation, net               | \$1,710,333               | \$1,871,187               | \$1,975,127               | \$2,090,987               | \$2,203,718               |
| Parcel Taxes                          | 102,360                   | 102,360                   | 102,360                   | 102,360                   | 102,360                   |
| Grants in lieu and 1% tax             | 49,500                    | 50,000                    | 50,000                    | 50,000                    | 50,000                    |
| Sale of Service                       | 812,860                   | 829,606                   | 833,262                   | 836,939                   | 843,637                   |
| Services to other governments         | 240,716                   | 264,445                   | 276,778                   | 290,756                   | 305,750                   |
| Government Grants & Transfers         | 790,947                   | 651,574                   | 649,074                   | 611,574                   | 559,074                   |
| Other Revenue                         | 74,800                    | 63,800                    | 63,800                    | 63,300                    | 62,800                    |
| Transfer from Capital Equity Asset    | 1,575,000                 | 1,653,750                 | 1,736,438                 | 1,823,259                 | 1,914,422                 |
|                                       | <u>\$5,356,516</u>        | <u>\$5,486,722</u>        | <u>\$5,686,839</u>        | <u>\$5,869,175</u>        | <u>\$6,041,761</u>        |
| <b>Expenses</b>                       |                           |                           |                           |                           |                           |
| General Government Services           | \$1,148,700               | \$1,175,683               | \$1,198,903               | \$1,221,720               | \$1,245,146               |
| Protective Services                   | 210,110                   | 219,018                   | 222,564                   | 227,021                   | 230,642                   |
| Transportation Services               | 918,035                   | 952,802                   | 992,773                   | 1,034,046                 | 1,077,728                 |
| Public Health and Welfare             | 16,750                    | 18,881                    | 19,024                    | 19,171                    | 19,322                    |
| Development Services                  | 138,945                   | 87,318                    | 73,216                    | 74,132                    | 75,073                    |
| Economic Development                  | 83,820                    | 43,020                    | 36,097                    | 39,191                    | 37,302                    |
| North Thompson Sportsplex             | 435,550                   | 444,547                   | 452,159                   | 463,948                   | 475,368                   |
| Parks and Recreation                  | 161,215                   | 156,218                   | 157,682                   | 159,202                   | 160,772                   |
| Water Services                        | 399,104                   | 385,691                   | 416,611                   | 404,393                   | 436,712                   |
| Sewer Services                        | 78,340                    | 82,338                    | 83,802                    | 87,769                    | 89,236                    |
| Fiscal Services                       | 17,100                    | 17,100                    | 17,100                    | 17,100                    | 17,100                    |
| Amortization                          | 1,575,000                 | 1,653,750                 | 1,736,438                 | 1,823,259                 | 1,914,422                 |
|                                       | <u>\$5,182,669</u>        | <u>\$5,236,366</u>        | <u>\$5,406,367</u>        | <u>\$5,570,952</u>        | <u>\$5,778,824</u>        |
| <b>Surplus (Deficit) for the Year</b> | <u><b>\$173,847</b></u>   | <u><b>\$250,356</b></u>   | <u><b>\$280,472</b></u>   | <u><b>\$298,223</b></u>   | <u><b>\$262,937</b></u>   |
| <b>Adjust for Cash Items</b>          |                           |                           |                           |                           |                           |
| Capital asset expenditures            | (\$991,740)               | (\$523,800)               | (\$451,300)               | (\$373,800)               | (\$297,800)               |
| Debt principal repayment              | (31,650)                  | (31,650)                  | (31,650)                  | (31,650)                  | (31,650)                  |
| Debt proceeds                         |                           |                           |                           |                           |                           |
| Transfers from (to) Reserves          | 405,413                   | 112,166                   | 52,513                    | 28,868                    | 10,953                    |
| Transfers from (to) Surplus           | 444,130                   | 192,928                   | 149,965                   | 78,359                    | 55,560                    |
|                                       | <u><b>(\$173,847)</b></u> | <u><b>(\$250,356)</b></u> | <u><b>(\$280,472)</b></u> | <u><b>(\$298,223)</b></u> | <u><b>(\$262,937)</b></u> |
| <b>Financial Plan Balance</b>         | <u><b>\$0</b></u>         | <u><b>\$0</b></u>         | <u><b>\$0</b></u>         | <u><b>\$0</b></u>         | <u><b>\$0</b></u>         |

**2014 - 2018 FIVE YEAR FINANCIAL PLAN**

**SCHEDULE "B"**

**Statement of Objective and Policies**

In accordance with Section 165 (3.1) of the Community Charter, the District of Clearwater is required to include in the Five Year Financial Plan, objectives and policies regarding each of the following:

1. The proportion of total revenue that comes from each of the funding sources described in Section 165 (7) of the Community Charter;
2. The distribution of property taxes among the property classes, and
3. The use of permissive tax exemptions.

**Funding Sources**

Table 1 below shows the proportion of total revenue proposed to be raised from each funding source in 2014. Property Taxes form the greatest proportion of revenue at 45.23% followed by Government Grants at 20.92% and Sale of Services at 21.5%.

Government Grants are lower than in previous years due to the reduction of funding received through the Small Communities Investment Fund and other grant programs, resulting in Property Taxes and Sale of Services becoming a larger proportion of total revenue.

*Table 1: 2014 Proportion of Total Revenues*

| <b>REVENUE SOURCE</b>          | <b>%TOTAL REVENUE</b> | <b>DOLLAR VALUE</b> |
|--------------------------------|-----------------------|---------------------|
| Property Taxation              | 45%                   | \$ 1,710,333        |
| Parcel and Service Area Taxes  | 3%                    | 102,360             |
| Grant-in-Lieu & 1% Utility Tax | 1%                    | 49,500              |
| Sale of Services               | 22%                   | 812,860             |
| Service to Other Governments   | 6%                    | 240,716             |
| Government Grants & Transfers  | 21%                   | 790,947             |
| Other Revenue                  | 2%                    | 74,800              |
| Borrowing Proceeds             | 0%                    | 0                   |
| <b>TOTAL</b>                   | <b>100.00%</b>        | <b>\$ 3,781,516</b> |

**Distribution of Property Taxes**

Table 2 outlines the distribution of property taxes among the property classes. The residential and business classes provide the largest proportion of property tax revenue.

Table 2: 2014 Distribution of Property Taxes

| PROPERTY CLASS         | %TOTAL PROPERTY TAXATION | DOLLAR VALUE        |
|------------------------|--------------------------|---------------------|
| Residential (1)        | 51.98%                   | \$ 889,129          |
| Utilities (2)          | 20.71%                   | 354,188             |
| Major Industry (4)     | 4.12%                    | 70,427              |
| Light Industry (5)     | 1.07%                    | 18,286              |
| Business (6)           | 21.76%                   | 372,239             |
| Managed Forest (7)     | 0.01%                    | 134                 |
| Recreational/other (8) | 0.22%                    | 3,715               |
| Farm (9)               | 0.13%                    | 2,215               |
| <b>TOTAL</b>           | <b>100.00%</b>           | <b>\$ 1,710,333</b> |

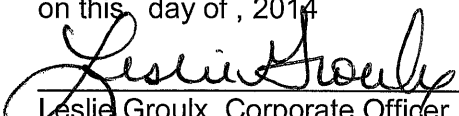
**POLICIES AND OBJECTIVES:**

- (1) Continue to maintain and encourage economic development initiatives designed to attract more retail, commercial and industrial businesses to invest in the community and increase the tax base.
- (2) Property Tax distribution should be consistent from year to year with the exception of the effect of new growth.

**Permissive Tax Exemptions**

- (1) The District of Clearwater has an existing permissive tax exemption policy which guides the administration and approval of permissive tax exemptions.

Certified to be a true and correct copy of Bylaw No.119, 2014 cited as the "District of Clearwater Bylaw No. 119, 2014, 2014 - 2018 Five Year Financial Plan" to be adopted by the Council of the District of Clearwater on this, day of , 2014

  
 Leslie Groulx, Corporate Officer

## **POLICIES AND OBJECTIVES**

### **(1) Property Taxes**

- (a) The proportion of revenues represented by property taxes should be the difference between all other collections and total revenues required.
- (b) The objective is to balance the budget each year and maintain a reasonable tax burden.

### **(2) Parcel Taxes and Tolls**

- (a) Over the next five years the District of Clearwater will evaluate and review the proportion of revenue that is recovered through Water and Sewer Parcel Taxes and Tolls to ensure they adequately meet both the capital and delivery costs of each service.

### **(3) Fees**

- (a) Fees should be charged on a cost recovery basis as much as possible, with the exception of subsidized activities.
- (b) The objective is to recover costs related to commercial activities and partially recover costs related to youth activities.

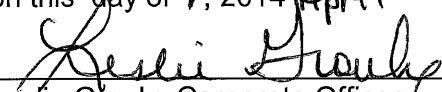
### **(4) Other Sources**

- (a) The proportion of revenues represented by other sources shall be the percentage represented by those revenue sources as anticipated for the year.
- (b) The objective is to maximize other revenue sources including grants from senior levels of government.

### **(5) Borrowing**

- (a) Borrowing should be used on a limited basis for large infrastructure projects.
- (b) The objective is to identify required projects in advance and save.

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adopted by the Council of the District of Clearwater  
on this day of 1<sup>st</sup> 2014 April

  
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Leslie Groulx, Corporate Officer

**2014 – 2018 FIVE YEAR FINANCIAL PLAN**

**SCHEDULE “C”**

**2014 CAPITAL PROJECT SUMMARY**

*Table 1: Proportion of 2014 Capital Project Expenses*

| <b>CAPITAL PROJECT EXPENSES</b> | <b>%TOTAL</b>  | <b>DOLLAR VALUE</b> |
|---------------------------------|----------------|---------------------|
| Protective Services             | 1.81%          | \$ 18,000           |
| Economic Development            | 4.92%          | 48,800              |
| Sewer                           | 6.70%          | 66,450              |
| North Thompson Sportsplex       | 13.61%         | 135,000             |
| Transportation                  | 21.38%         | 211,990             |
| Administration                  | 25.21%         | 250,000             |
| Water                           | 26.37%         | 261,500             |
| <b>TOTAL</b>                    | <b>100.00%</b> | <b>\$ 991,740</b>   |

**Protective Services**

- Turn out gear
- Minor Firehall Maintenance

**Economic Development**

- Weather Station

**Sewer Fund**

- Ground water monitoring wells
- SCADA Software
- Equipment Replacement/Upgrade

**North Thompson Sportsplex**

- Roof Repairs
- Paving
- Zamboni Repairs
- Event Curtains

**Transportation**

- Minor Equipment Upgrades
- Road works

**Administration**

- Renovations Dutch Lake School
- Computer system upgrades and replacement

**Water Fund**

- SCADA Software
- Water Modelling
- Cross Connection Control
- PRV Replacement
- Fire hydrant replacement
- Equipment Replacement/Upgrade