

CITY OF
SALMON ARM



2018 Annual Report

City of Salmon Arm, British Columbia
For the fiscal period ending December 31, 2018



2018 Annual Report

For the fiscal period ending December 31, 2018

The City of Salmon Arm 2018 Annual Report has been prepared by the Corporate and Financial Services Department pursuant to Section 98 of the Community Charter.

CITY OF SALMON ARM

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JANE'S PLACE

30

STOP

Incorporated
May 4, 1905

City Area
18,541 hectares

Average City Elevation
358 metres

Population
19,299

Gravel and Earth Roads
30 km

Surfaced Roads
211 km

Kilometers of Utilities
Watermains – 203
Sanitary & Storm - 253

Utility Connections
Water – 5,946
Sanitary – 5,032

Water Hydrants
809

Value of Building Permits
\$66,797,572 (2018)

Business Licenses Issued
1333 (2018)

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City Award 2018

Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to the City of Salmon Arm for its annual financial report for the fiscal year ended December 31, 2017. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports. In order to be awarded a Canadian Award for Financial Reporting, a government unit must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.

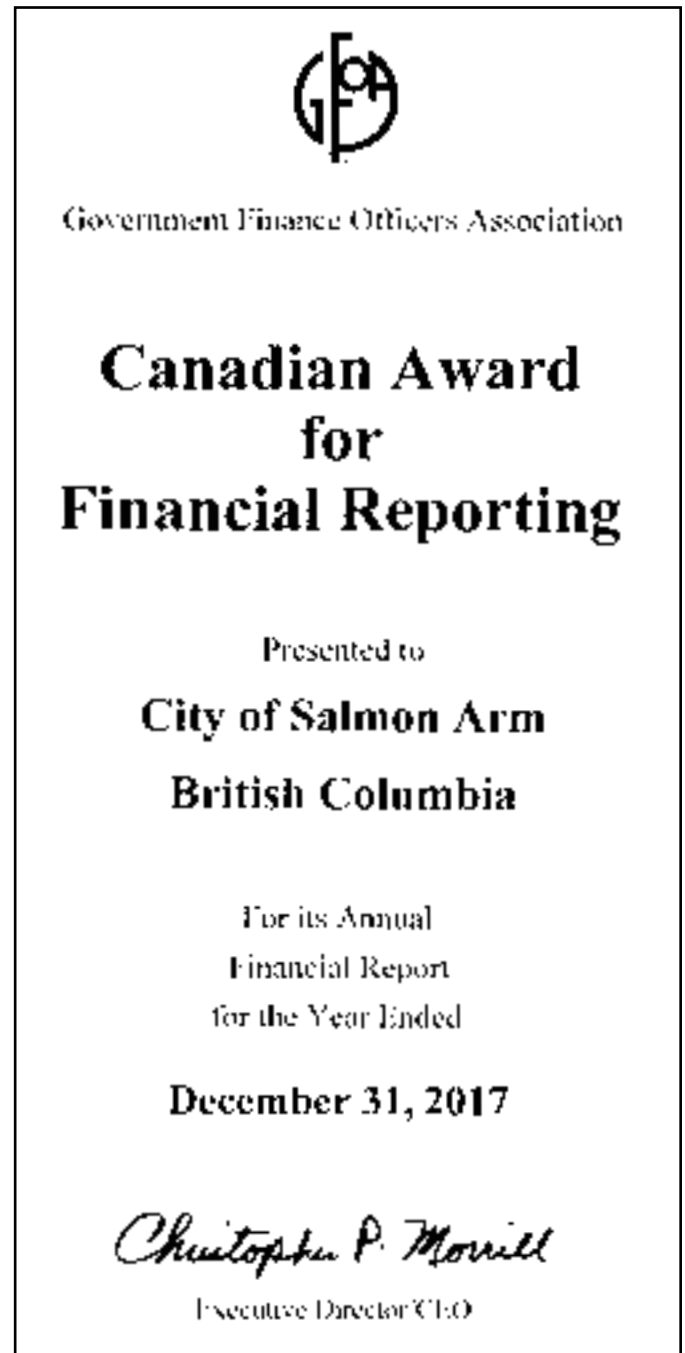
"The Canadian Award for Fi-

ancial Reporting recognizes excellence in governmental accounting and financial reporting and represents a significant accomplishment by a municipal government and its management" quotes GFOA. It recognizes and encourages excellence in reporting and producing high quality financial reports.

The City of Salmon Arm's 2017 Annual Report has been judged by impartial Canadian Review Committee members to meet the high standards of the program, including demonstrating a constructive "spirit of full disclosure".

The Canadian Award for Financial Reporting Achievement has been presented to the Chief Financial Officer, Chelsea Van de Cappelle, CPA. Van de Cappelle advises that "it takes a team to create the City's Annual Report and their commitment and dedication to meet the stringent financial requirements of the Canadian Award for Financial Reporting".

Thanks to the many City staff who contributed to this year's Annual Report. This is the eleventh year in a row that the City has received this national award.



A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we will be submitting it to GFOA to determine its eligibility for another award.

The City of Salmon Arm's 2017 Annual Report can be viewed on the City's website at www.salmonarm.ca or a copy may be picked up at City Hall.

Message from the Mayor



2018 was a very positive year for our City. We recorded a record-breaking year of construction, with over \$66 million dollars in building permit values. Salmon Arm was the fastest growing City of our size in the Province. We live in an amazing place, and people are looking to come here.

Working in collaboration with many local groups, we established a new brand for Salmon Arm, “Small City, Big Ideas”. We know it is the people of Salmon Arm that make this place so special. Our City is full of talented, passionate and caring residents, who volunteer their time to make Salmon Arm tick!

Our goal is to move Salmon Arm forward, by attracting more young families to our area. We are building on our competitive advantages such as a strong innovation/tech sector to provide employment opportunities, while building on outdoor lifestyle amenities like trails and mountain bike routes.

City Council has been proactive in a number of other areas to help support families wanting to come to Salmon Arm. The housing task force has done extensive work over the year. We are well positioned to expand opportunities across the housing continuum.

A lot of time and energy went into the preparation of two major projects. The Ross Street Underpass borrowing referendum was passed by the people of Salmon Arm in October. Construction will begin in the fall of 2019. This pedestrian/bike/vehicle corridor will be a crucial link between downtown Salmon Arm and our waterfront.

The largest infrastructure project to ever be undertaken in the Shuswap, the Salmon River Bridge / Trans Canada West project, came to fruition in 2018. With \$162 million provincial and federal dollars, City Council and staff worked cooperatively with other levels of government to make this project a reality. Construction will continue through 2022.

Many people have contributed to projects that happened in 2018. In particular I would like to thank two term Mayor Nancy Cooper and long-time City Councillor Ken Jamieson for all of their contributions to Salmon Arm.

A handwritten signature in black ink, appearing to read 'Alan Harrison', written in a cursive style.

Alan Harrison
Mayor

Mayor and Council



The Mayor and Council for the City of Salmon Arm were each elected for a four-year term in October 2018. The next municipal election will take place in 2022. Each member of Council represents the City at large and is appointed to both City and regional committees.

Council meetings are held on the second and fourth Mondays of each month at City Hall beginning at 2:30 p.m. and reconvening at 7:00 p.m. for the hearing portion of the meeting. Meeting agendas are available from City Hall and the City's website. Residents are encouraged to attend open Council meetings.

Mayor Alan Harrison

Alan was elected to Council from 1991 – 1996 and then again in 2006 – 2018. He was then elected as Mayor in 2018.



Councillor Debbie Cannon

Debbie was elected to Council from 2006-2014 and then again in 2018.



Councillor Chad Eliason

Chad was elected to Council in 2006.



Councillor Kevin Flynn

Kevin was elected to Council from 2003-2010 and then again in 2014.



Councillor Tim Lavery
Tim was elected to Council in 2014.



Councillor Sylvia Lindgren
Sylvia was elected to Council in 2018.



Councillor Louise
Wallace Richmond
Louise was elected to Council in 2014.



Committee Appointments



Committee / Agency	Council Member Appointed
Agricultural Advisory Committee	Councillor Tim Lavery
Community Heritage Commission	Councillor Debbie Cannon
Cultural Master Plan Task Force	Councillor Louise Wallace Richmond
Development and Planning Services Committee	Mayor and Council
Downtown Parking Commission	Councillor Chad Eliason
Environmental Advisory Committee	Councillor Sylvia Lindgren
Greenways Liaison Committee	Councillor Tim Lavery
Housing Task Force	Councillor Louise Wallace Richmond / Councillor Tim Lavery
Shuswap Regional Airport Commission	Mayor Alan Harrison
Shuswap Regional Airport (Salmon Arm) Committee	Mayor Alan Harrison
Social Impact Advisory Committee	Councillor Louise Wallace Richmond





Committee / Agency	Council Member Appointed
Chamber of Commerce	Councillor Debbie Cannon
Columbia Shuswap Regional District	Councillor Kevin Flynn / Councillor Chad Eliason
Columbia Shuswap Regional District (Alternates)	Councillor Debbie Cannon / Councillor Tim Lavery
Columbia Shuswap Regional District (Tournism)	Councillor Debbie Cannon
Downtown Salmon Arm (DSA)	Councillor Kevin Flynn
Fire Department Liaison	Mayor Alan Harrison
First Nations Partnership	Councillor Louise Wallace Richmond / Mayor Alan Harrison
Salmon Arm Economic Development Society	Councillor Kevin Flynn
Kelowna Airport Committee	Mayor Alan Harrison
MIABC Voting Delegate (Alternate)	Councillor Chad Eliason (Councillor Kevin Flynn / Councillor Debbie Cannon)
Okanagan College Regional Advisory Committee	Councillor Sylvia Lindgren
Okanagan Regional Library	Councillor Tim Lavery
RCMP Liaison	Mayor Alan Harrison
Salmon Arm Roots and Blues Festival Liaison	Councillor Debbie Cannon
Salmon Arm Bay Nature Enhancement Society (SABNES)	Councillor Sylvia Lindgren
Salmon Arm Fall Fair Liaison	Councillor Sylvia Lindgren
SEP Executive Committee Liaison (CSRD Bylaw 5690)	Councillor Tim Lavery / Mayor Alan Harrison
Shuswap Community Futures	Councillor Kevin Flynn
Shuswap Community Foundation	Mayor Alan Harrison
Shuswap Recreation Society	Councillor Debbie Cannon
Shuswap Watershed Council	Councillor Tim Lavery

Message from the Chief Administrative Officer



It is with pride that I present the City of Salmon Arm's 2018 Annual Report, which highlights not only our strong financial position but the continued dedication of Council and Staff to deliver outstanding services to our residents and visitors.

2018 was a year of growth, development and changes for Salmon Arm. A referendum was held in conjunction with the Municipal Election in October which approved the City to borrow \$5.3M for the construction of the Ross Street Underpass, Council adopted a policy for Cannabis Retail Stores following the Province legalizing cannabis, reserves were formed for wildfire protection and affordable housing and a new food waste recycling program was approved.

In 2018 Council reached out to the citizens with Council Meetings at Salmon Arm Secondary Sullivan Campus in conjunction with the Youth Council and at the Prestige Harbourfront Resort.

Staff have been working steadily to deliver strategic initiatives identified by Council in the Corporate Strategic Plan while also continuing to meet out statutory requirements and plan for the future.

Salmon Arm is a thriving community with a wonderful balance of recreation, arts and culture. We look forward to your participation and input as the City continues to grow and are committed to ensuring that Salmon Arm remains a safe, prosperous and beautiful city to reside in.

A handwritten signature in black ink that reads "Carl Bannister". The signature is written in a cursive, flowing style.

Carl Bannister, MCIP
Chief Administrative Officer

Financial Services Report



Box 40, 500 – 2 Avenue NE
Salmon Arm, British Columbia, V1E 4N2

May 17, 2019

In accordance with Section 98 of the Community Charter, the City of Salmon Arm (City) must include in its Annual Report audited annual financial statements for the previous year. Noted below are comments with respect to the financial status of the City.

The consolidated financial statements for the year ended December 31, 2018, were prepared by City staff, pursuant to Section 167 of the Community Charter and in accordance with generally accepted accounting principles for local governments, as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants.

The consolidated financial statements have been audited by BDO Canada LLP Chartered Accountants in accordance with Canadian generally accepted auditing standards. The role of the auditor is to examine the City's financial records and their opinion is expressed in the Auditors' Report on page 37.

The Financial Services Division is responsible for preparation and accuracy of the financial statements, including all disclosures. Both the 2018 Financial Statements and Annual Report provide users with an overview of the ongoing financial and operational performance of the City.

Significant changes to the revenue stream in the Consolidated Statement of Operations is attributed to increases in property taxes, water and sewer connection fees, user fees, drainage connection custom work, investments, developer funded offsite infrastructure works and grants utilized to upgrade works, services and facilities (Community Works Fund); and an increase in expenses. Increases to expenses are largely attributed to amortization, community grants, a pool assessment study, wages and benefits, snow removal costs (offset by a transfer from reserve), tree encroachment costs at the airport (offset by a transfer from reserve) and an increase in community centre operating costs.

The Consolidated Statement of Financial Position encompassed changes resulting from an increase of approximately \$4.3 million in investments, principal debenture debt

repayments of approximately \$1.1 million net of new debt incurred of \$835,000 for three (3) high priority major storm water projects, an increase to deferred revenue as a result of the collection of development cost charges and Community Works Fund grants of \$1 million and an overall increase in the capitalization of capital assets of \$1.9 million.

The City provides operating departments with monthly variance reports which facilitates an ongoing review of budgeted to actual costs for the current year. This review identifies when projects and operating costs are not on target, providing staff with an opportunity to adjust programs, revisit budget estimates and apprise management and Council of recommended corrective actions.

2018 Operating Results

The Consolidated Financial Statements consist of the following functions:

General Operating - net year-end surplus of \$133,465 which is within 0.57% of actual and budgeted revenues and expenses.

Regional Fire Training Centre - net year-end surplus of \$6,666 which was attributed to less than anticipated expenses.

Downtown Parking Specified Area - net year-end deficit of \$37 which was attributed higher than anticipated expenses.

Water Revenue - net year-end surplus of \$75,535 which was attributed to increased revenues related to user fees and connections, higher than anticipated interest on reserves and expenses associated with purification and treatment, utilities at the Water Treatment Plant and capital upgrades being less than anticipated.

Sewer Revenue - net year-end surplus of \$95,623 which was attributed to increased revenues related to frontage taxes and higher than anticipated interest on reserves and expenses associated with administrative, lift station maintenance, sewage collection, treatment and disposal and capital upgrades being less than anticipated.

Capital Spending and Reserves

Long term strategic planning developed in conjunction with public demand, input and expectations is critical to achieving the objectives of the local government.

Generally, local governments contribute between 25% and 50% of their tax levy towards capital spending (i.e. infrastructure, major park developments, reserves, etc.). Based on the 2018 Financial Plan, the City should contribute between \$4,330,000 and \$8,660,000. The City has, on average over the past five (5) years, directed approximately 39% or \$6,262,500 of its tax dollars collected to capital spending and transfers to reserves. In 2018, this ratio was 40.5% or \$7,014,600. The City continues to strive towards increasing this percentage to direct a larger portion of tax dollars towards capital spending (such as new and upgraded infrastructure and facilities) as opposed to operational spending (i.e. maintenance). Issues such as the economic climate of the community, efficiencies in municipal operations, community expectations, infrastructure economics and safety play a key role in the outcome of this ratio. Each year, during the budget process, Council struggles with balancing these important factors. Some municipalities may have an ‘artificially’ low tax rate if they are not maintaining adequate levels of capital spending. Municipalities with ‘artificially’ low tax rates generally put off dealing with their infrastructure needs and in later years are faced with deteriorating roads, non-existent reserves, significant tax hikes and infrastructure that is behind generally accepted replacement schedules.

The City has developed a long range infrastructure plan which has been evaluated by qualified independent professionals. The City’s road infrastructure was re-evaluated in 2011 and this Pavement Management Study indicated that the condition index rating of the City’s roads was ‘82’, down from ‘90’ in the year 2000. A decrease in the condition index rating indicates to the City that it must put more tax dollars into its road infrastructure maintenance to stop or slow down this deterioration. This re-evaluation provided the City with critical information regarding road condition indexes and road rehabilitation options and estimates which may lead to a shift in road upgrade priorities. While funding levels have increased over the years, the cost of a key product required to maintain the road infrastructure (i.e. liquid asphalt, which is linked to world oil prices) has increased faster than the road infrastructure maintenance budget. The City’s spending level in future years will need to increase to sustain the road infrastructure at acceptable levels on an ongoing basis. The Pavement Management Study indicates that to improve a condition index rating of ‘82’ the City should be spending \$2.5 million annually on road infrastructure maintenance. In 2018, the City expended \$616,785 towards road infrastructure maintenance, down from \$1,062,435 in 2017. An update

to the Pavement Management Study is currently underway and preliminary data has indicated that the condition index rating has deteriorated significantly since 2011. As a result, the funding allocation has increased for 2019 to \$1,195,000 as opposed to \$940,000 in 2018. The remaining funding allocation for 2018 of \$520,275 will be carried forward to 2019 and included in the amount noted above.

During times of budget cutbacks, capital spending and transfer to reserves tend to be an easy target, as they are not readily apparent to the public. Snow removal, on the other hand, has an immediate and direct impact on the public and tends to generate more public feedback. The City must take a cautious approach to ensure that both transfer to reserves and maintenance of infrastructure are adequate for our community.

The City’s Statutory Reserve Funds have increased by \$713,375 for a total of \$19,486,678. There is a certain level of capital spending from reserves that occurs annually. In 2018, the City replaced various public works and emergency services vehicles and equipment, acquired the Memorial Arena, constructed the Metford Dam Toe Berm and replaced the Shuswap Street watermain from its reserve funds.

The City has established reserves for the replacement of both protective (i.e. fire and police) and public works equipment. As part of the City’s strategic financial planning each year, based on the estimated life and the usage of the equipment, funds are set aside in a reserve to replace equipment when its useful life is finished. This eliminates the borrowing of funds for equipment replacements, delaying of purchases due to lack of funding, and/or significant tax increases.

The City’s Reserve Accounts have increased by \$2,177,275 resulting in a year-end balance of \$24,499,130. The overall increase is attributed to the collection of developer contributions to future works (i.e. the developer portion of sidewalks, roads, watermains, etc.) and the transfer to the reserve for specific projects and building replacements such as:

- initiatives to reduce energy consumption and green house gas emissions;
- pay down of debenture debt on the Law Courts/Civic Building;
- replacement of computer and office equipment;
- construction of a recreational pool facility;
- future initiatives associated with affordable housing;
- upgrades to accounting software;
- contingency for operational shortfalls regarding legal fees, policing costs, ice and snow removal and Shaw Centre;
- large scale drainage projects;

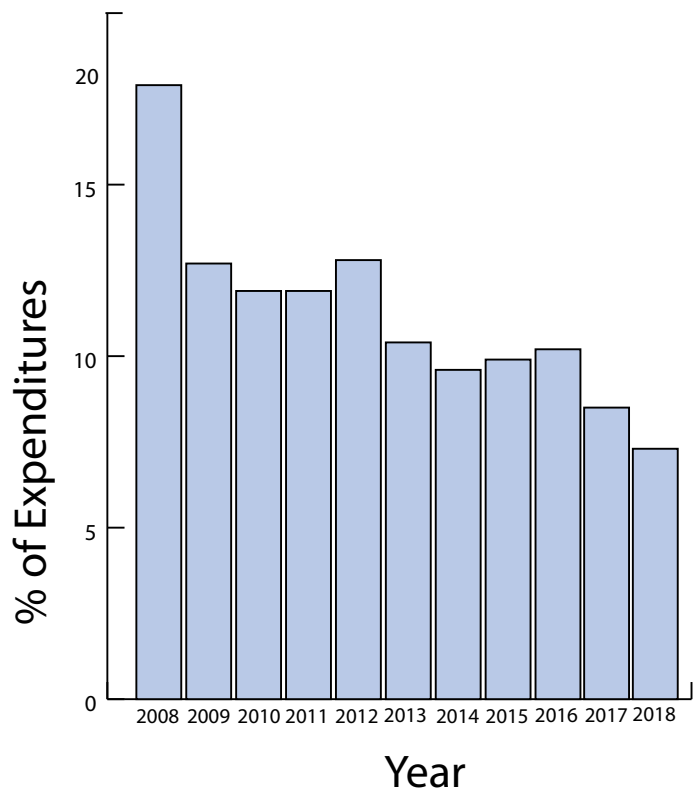
- reconstruction of Shoemaker Hill;
- construction of an underpass;
- improvements to intersections;
- acquisition and upgrade of downtown parking lots;
- contribution to the City's portion of construction of TCH West – Ministry of Transportation and Infrastructure project;
- improvements to 60 Street NW culvert;
- improvements to Canoe Beach Road;
- replacement of building components for the Shaw Centre, Recreation Centre, Little Mountain and Jackson Field-houses and Police Detachment and related equipment;
- future initiatives associated with Solid Waste and Recycling;
- long term acquisition and construction of park related projects;
- improvements to Blackburn Park;
- construction of the West Bay Connector Trail;
- airport related projects (i.e. tree encroachments, runway lighting, etc.);
- cemetery related projects (i.e. development, storage building, columbarium, etc.);
- wharf/marina dredging, float replacement, and major maintenance, etc.;
- replacement of Canoe Beach watermain; and
- construction of trickling filters.

In 2018, transfers from reserve accounts were made to complete capital and operational projects (i.e. undertake drainage projects, revitalization of Hudson Street (4 – 6 St NE), procurement of two (2) hybrid vehicles, upgrade to spectator lighting and ventilation system at the Shaw Centre, upgrade to server software, construction of a hazardous chemical room at the Police Detachment, an access ramp at the wharf, maintenance of encroaching trees at the airport, contribution to the construction of a new tennis club facility, etc.) and for operational shortfalls and prior year incomplete projects (i.e. legal fees, ice and snow removal, Recreation Centre, wages and benefits, etc.).

These reserve accounts are utilized similar to a savings account. The City contributes a predetermined amount to the reserve account on an annual basis and, once the funds required are accumulated, the City undertakes the works. Some reserve accounts are put in place to address unanticipated operating shortfalls, as was the case in 2018 wherein ongoing heavy snowfalls resulted in a transfer from the snow and ice removal reserve to supplement the budget provision.

Long Term Debt

Long Term Debt has decreased by \$1,078,683 as a result of



This graph reflects that principle and interest payments on long term debt over the past ten (10) years are, on average, 10.5% of the total expenditures of the City.

annual debt repayments. The City has practiced good fiscal management of its debt load over the past several years and managed to reduce this debt substantially by taking advantage of early payout opportunities. The City has embarked on a number of payout initiatives with respect to several City debentures (i.e. sanitary sewer upgrade (2017), law courts / civic building (2016), waterfront walkway (2015 and 2005), civic building (2006), wharf reconstruction (2001), water pollution control centre upgrade (1998)), wherein a predetermined amount is set aside annually to allow the City to retire these debentures early, saving the City hundreds of thousands of dollars in interest. One (1) debenture and two (2) short term capital loans were retired in 2013 and the wharf reconstruction debenture was retired in 2014 resulting in the elimination of the Downtown Waterfront Enhancement Specified Area Tax Levy. In 2019, the City plans to undertake debenture borrowings for the construction of the Ross Street Underpass (\$5,300,000) and the construction of Taxiway Charlie at the Shuswap (Salmon Arm) Regional Airport (\$845,000). The debenture for Taxiway Charlie will require elector approval which is envisioned to occur in the summer of 2019.



The City's long term debt falls under two (2) classifications – General debt and Utility debt. General debt is funded through general taxation while Utility debt is self-liquidating and repaid through water and sewer frontage taxes.

The borrowing limit established pursuant to Provincial Legislation is based on the City's ability to pay. Municipalities are empowered to borrow to a maximum of 25% of revenues. The City's debt capacity ratio is approximately 39.69% of the prescribed limit.

The outstanding debenture debt at the end of 2018 for each of the City's funds is:

General	\$ 12,123,767
Water (self-liquidating)	\$ 7,681,876
Sewer (self-liquidating)	\$ 2,602,130

Grants

The City is proactive in pursuing grant initiatives and programs and as such was successful in securing the following grants:


- BC Air Access Program (Airport Fuel System Upgrade) - \$153,245;
- Community Works Fund (Hudson Street Beautification, Sidewalk, Curb and Gutter at 20 Avenue SE and 10 Street SW, Taxiway Charlie Design, etc.) - \$363,771;
- Municipal Regional District Tax (Paid to Salmon Arm Economic Development Society) - \$242,139;
- Provincial Emergency Preparedness (2017 Flooding) - \$241,288;
- Strategic Priorities Fund (UV Light Disinfection System Upgrade) - \$650,000;

- Strategic Community Funds (Small Communities Grant) - \$205,733;
- Strategic Community Funds (Traffic Fine Revenue Sharing Grant) - \$155,567;

At the time of writing this report, the City had successfully secured the following grants for 2019:

- BC Air Access Program (Taxiway Charlie) - \$520,000;
- BC Hydro (Re-greening) - \$4,000;
- Community Works Fund (Hudson Street Beautification, Ross Street Underpass, TCH Corridor and Airport Taxiway Charlie) - \$4,775,250;
- Provincial Grant (Arterial Street Lighting) - \$3,100;
- Provincial Grant (Community Child Care) - \$25,000;
- Provincial Grant (Infrastructure Planning) - \$10,000;
- Strategic Community Funds (Small Communities Grant) - \$210,000; and
- Strategic Community Funds (Traffic Fine Revenue Sharing Grant) - \$155,000.

The City is in a good financial position and strives to be innovative and creative in terms of service delivery that reflects Council priorities and community expectations. The City continues to be accountable in spending, sensitive to public needs and aims to preserve community infrastructure while balancing the economic conditions of the community.


 Chief Financial Officer
 Chelsea Van de Cappelle, CPA

City Officials



(L-R) Kevin Pearson (Director of Development Services), Erin Jackson (Director of Corporate Services), Carl Bannister (Chief Administrative Officer) Brad Shirley (Fire Chief), Chelsea Van de Cappelle (Chief Financial Officer), Rob Niewenhuizen (Director of Engineering and Public Works)

Community Highlights



Projects 2018

The **10 Avenue NW Culvert Replacement** project in Gleneden was first identified through the City's Master Drainage Plan (2007). The culvert was identified as a Priority 1 project. This culvert was significantly undersized which constricted flows creating bed load deposition upstream, and a bed load deficit (exposed bedrock) downstream contributing to poor stream health. A new 3 meter diameter culvert pipe will have the capacity to take the typical freshet flows of Palmer Creek. The project was designed by Onsite Engineering and the work was completed by Landmark Solutions, both local companies.

New Sidewalk on 10 Street SW (1500 Blk – 1300 Blk), this forms an important connector for the new residential developments along the street and is another section closer to connecting the Ridge Subdivision. The project was designed by Lawson Engineering and the work was completed by Blackburn Excavating, both local companies.

Metford Dam is a reservoir located in South Canoe that provides gravity fed treated drinking water to the City. The volume of water provided by the Dam varies from year to year depending on turbidity and accounted for approximately 20% of the total annual consumption in 2016. The Dams toe berm structure and outlet pond were improved bringing them into compliance with provincial standards. The project was designed by Gentech Engineering and the work was completed by LB Chapman Construction Ltd.

The **City of Salmon Arm Water Pollution Control Centre** utilizes an Ultraviolet Light Disinfection (UV) treatment system as the tertiary treatment prior to the release of the treated effluent into Shuswap Lake. The scope of the project was to install new fully redundant, maintenance friendly and highly efficient UV treatment system. The total project cost was \$650,000.00 and was funded entirely by the General Strategic Priorities Fund (UBCM Gas Tax Funding).



Ross Street Underpass Project:

The Downtown Waterfront area is a major focal point for the Community of Salmon Arm. Currently, the CP Rail mainline separates this important area from the rest of the municipality. Two (2) at-grade crossings at Marine Park Drive and Narcisse Street allow vehicular and pedestrian access when the CP Rail tracks are not being used by trains. It is estimated that up to 13,000 trains pass through the downtown annually with an average delay time of five (5) minutes per train and train traffic is expected to increase over time.

This grade separated crossing has been a City objective since the 1980/83 Official Community Plan (OCP) due to three (3) main factors:

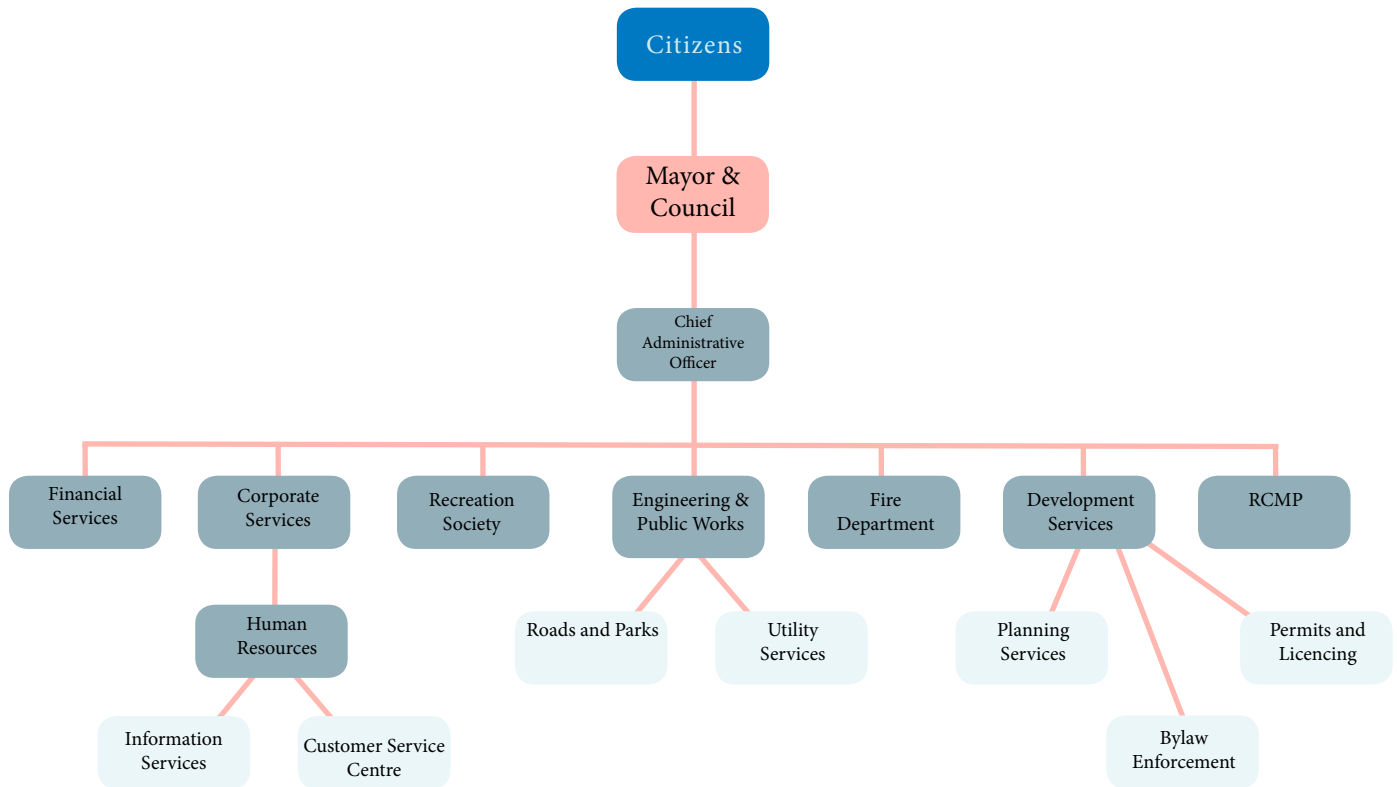
1. Safety: At grade crossings inherently have risks for conflict between vehicular/pedestrian and train traffic. Access to the relatively dense waterfront area by emergency services has also long been identified as an issue due to the long traffic delays caused by train crossings.

2. Traffic Management: Since the double tracking of the CPR mainline delays at the tracks have decreased significantly; however traffic delays still cause congestion in the downtown business district, particularly in the busy summer months. With the potential for more development on the north side of the tracks, increased tourist traffic to the Marina/Wharf area and the naturally occurring growth of vehicular traffic the City expects to see traffic flow failures increase.

3. Accessibility: An efficient and convenient access to the waterfront has consistently been indicated as a priority by residents through the OCP and Strategic Planning Process. The waterfront consistently is indicated as a tourist and community draw.

There will be no property tax increase to residents as a result of this project proceeding. Approximately 60% of the project's total estimated cost of \$12,483,000 has already been secured through grants, CP commitments and reserve funds. The remaining \$5.3 million will be raised through long-term borrowing. However, it's very important to note that the repayment of this debt will result in zero increase in property taxes due to the coinciding retirement of the Shaw Centre debt. City Staff are working with the projects consulting Engineers and Canadian Pacific Railway to finalize the designs and prepare the tender documents for a 2019 project start.

Organizational Chart



Strategic Plan



Our Vision

Salmon Arm is a community that has a comfortable, safe lifestyle and a vibrant feeling. The community deeply values the City's magnificent natural setting with its healthy ecosystems. The City is nestled between mountains and the shore of Shuswap Lake, offering beautiful scenery, greenery, rich agricultural land, and a desirable climate.

As the regional centre of the Shuswap, Salmon Arm has an abundance of recreational, educational, commercial, tourism, health care, and cultural opportunities and services. The strong and growing economy supports varied employment and shopping, and innovative businesses and industry.

The community is spirited, diverse and inclusive, with housing for residents of all ages and needs. Everyone works together towards a shared vision of a good quality of life for all.

In the vibrant city centre, people live, work, visit, meet, shop and spend time enjoying diverse artistic and cultural activities. Downtown's unique urban identity combines heritage preservation, a walkable environment, and high quality, mixed-use developments.

Green space extends throughout the city, including active recreation sites and natural parks with trails. The city abounds with safe walking and cycling opportunities connecting neighbourhoods, the city centre, natural areas and parks.

Our Values

- Commitment to pragmatic leadership
- Excellence in service delivery
- Foster trusted relationships with our partners
- Respect what makes us unique
- Enable future generations to inherit a city that is vibrant, prosperous and sustainable
- Encourage citizen participation and input
- Ensure an efficient government
- Facilitate flexible and balanced planning processes



Five Strategic Drivers

The City's vision provides a clear sense of what the community is striving for over the next ten (10) to fifteen (15) years, and it sets direction for policies that exist within the Official Community Plan. The main objective of the Corporate Strategic Plan is to translate the City's vision and policies into actions that are necessary to ensure tangible outcomes that provide real benefit to the community.

Through a series of discussions with City Council and staff, as well as a comprehensive survey of residents and community organizations, five key themes have emerged that will drive the City towards its vision. These strategic drivers include:



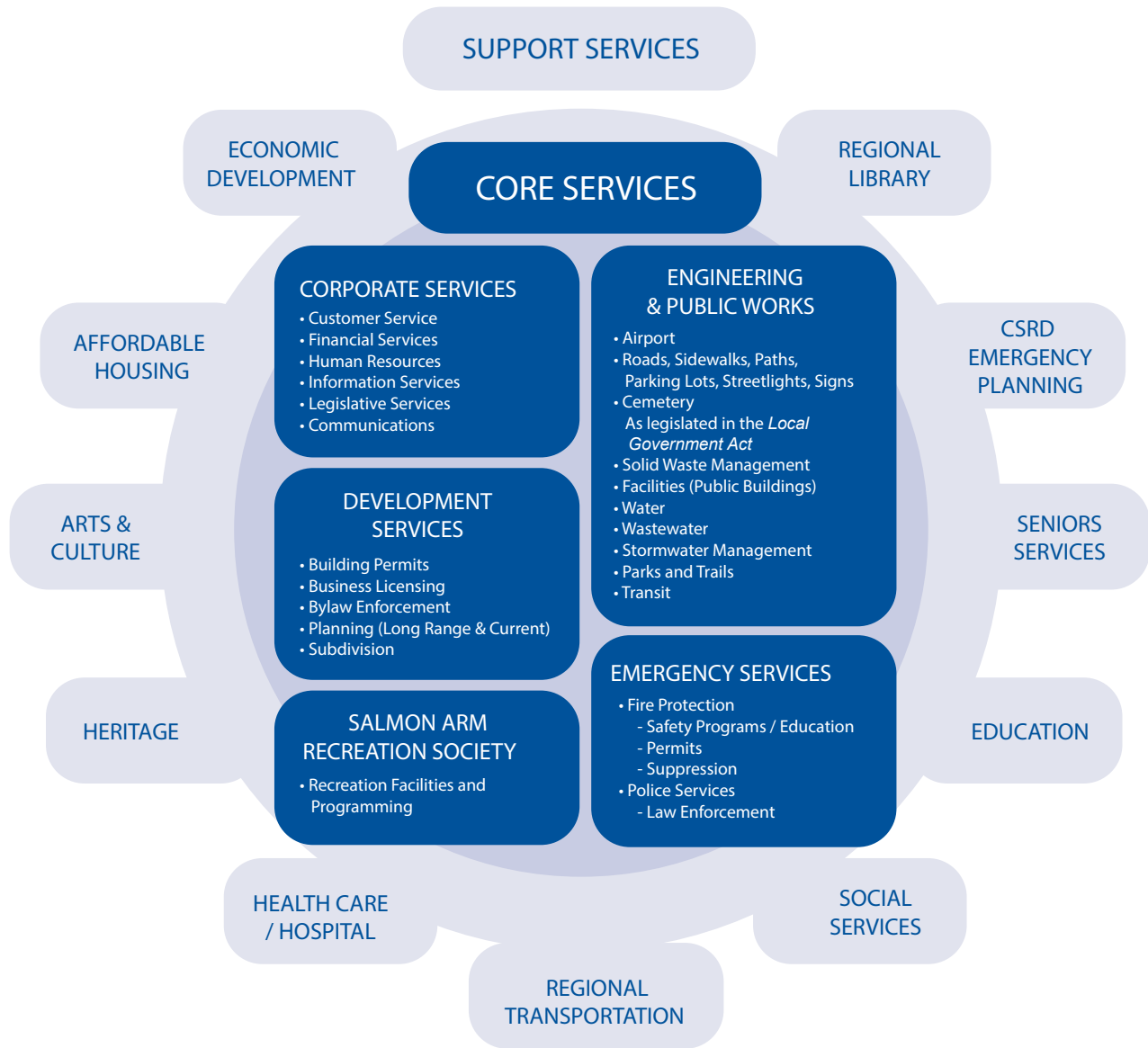
These strategic drivers represent several long term objectives that need to be achieved if Salmon Arm is to realize its community vision. The strategic drivers provide a balanced framework for ensuring that the City considers its investments and projects from a holistic perspective rather than unintentionally advancing one objective at the expense of another.

Keeping these strategic drivers in mind during planning will help the City balance aspirational objectives with operational considerations, and ensure that only those priorities deemed to be of the highest benefit to the community are undertaken. One of the main benefits of considering projects through the lens of multiple strategic drivers is that it brings more clarity to the issues at hand and allows greater collaboration between City Council, staff and the community.

Core Supplementary Service Achievements and Goals are identified by their strategic drivers.

Please visit City Hall or the City website at www.salmonarm.ca to view the Strategic Plan.

Core & Support Services







A collaborative and integrated approach has been taken in developing the City of Salmon Arm Corporate Strategic Plan (Plan) to ensure it accurately reflects the needs and interests of City Council, staff and the community. The Plan sets out the City's vision and values, and identifies five Strategic Drivers (People, Places, Assets, Environment/Waterfront, and Economy) which inform the list of Supplementary Core Services Projects to be undertaken over the next ten years. The Plan takes into account the efforts and resources required to deliver on core services, while also considering how these

services relate to other support services that are provided by other levels of government and organizations within the community.

The Plan also includes practical tools that can assist with decision making, prioritization of initiatives, and detailed project planning for future initiatives. The Plan, including the list of Supplementary Core Services Projects, is a living document that will be updated on an on-going basis as short term projects are completed, new priorities and projects arise, and new Councils are elected.

2018 Achievements

- Held Ross Street Underpass Presentations & Open Houses; 
- Secure funding for construction of Ross Street Underpass; 
- Increased and Enhanced Social Media Communications; 
- Complete Blackburn Life Skills Pod; 
- Conduct 2018 General Municipal Election;
- Approved 374 Building Permits for a record year of \$66.8 million in construction value;
- 164 new housing units;
- Processed 63 planning / development applications to City Council;
- Completed Street Solicitation Bylaw;
- Addition of two Hybrid vehicles to City fleet;
- Completion of Cannabis Retail Store Policy;
- New administration vehicle for Fire Department;
- New Tender for Hall 2;
- New (used) Rescue Truck;
- Two new UTV's for Fire Rescue;
- Hired a Deputy Fire Chief;
- New service provider for firefighter certification;
- Successfully prepared and met the requirements for the Canadian Award for Excellence in Financial Reporting for the 2017 Annual Report;
- Recruited and trained Chief Financial Officer and Accountant positions;
- Reviewed and updated Property Tax Information Brochure;
- Assessed and upgraded accounting software;
- Reconciled and submitted grant claims under the Community Works Fund (various roads, drainage, sidewalks, etc.) and Strategic Priorities Fund (UV Light Disinfection System);
- Implemented a public open house regarding budget development and education;
- Prepared background financial information to recover costs associated with 2017 flooding through the Provincial Emergency Preparedness Program;
- Implement plan to study the renovation or replacement of the Recreation Facility;
- Renovate Guard Room cabinetry;
- Source and implement new POS, Facility and Program scheduling software;
- Convert a portion of the Restaurant space to administration office space;
- Implement 'Cold Water' flood technology for maintaining ice;
- Add new LED lighting to Spectator Arena to address shadow effect along the boards;
- Upgrade Refrigeration Plant with additional ammonia detection and Exhaust ventilation systems;
- Video Wall for Newnes Spectator Arena;
- New sound system for Newnes Spectator Arena;
- Participated in the analysis and replacement of Audio / Visual Equipment in Council Chambers;
- Switch fibre from Public Works and Fire Hall 3 to City Hall with a different provider;
- Completion of parcel fabric adjustment;
- New Security protocols (firewall) installed;
- Complete approximately 5 kms under the Annual Paving Overlay Program;
- Complete Hudson Street NE Beautification (Ross St – 4 Street NE);
- Storm Water Master Plan, in progress;
- Prepare and award the RFP and new Service Contract for the Residential Curbside Collection Program;
- Replace Klahani backstop and dug outs Field 1;
- Install outdoor latrine at South Canoe trailhead;
- Finalize Licensing for Shuswap Memorial Cemetery;
- Lower Turner Creek Trail Bypass;
- Permanent washroom at South Canoe Trailhead;
- Various Water main Renewal projects;
- Purchase Large Portable Generator;
- Water Treatment Plan Improvements;
- Zone 5 Booster Station Construction;
- Various Sanitary main renewal;
- Waste Water Treatment Plan Upgrades; and
- WPCC Stage IV Upgrade Pre-design.



Future Goals

- Complete Blackburn Park recreation structure (Rotary Shelter);
- Ross Street Underpass;
- Undertake financial analysis and report to Council with respect to long term borrowing for the Shuswap Regional (Salmon Arm) Airport – Taxiway Charlie;
- Airport Taxiway Charlie design and construction;
- Host first annual Local and Secwepemc Government Communications Protocol Meeting;
- Implement Checkout Shopping Bag Regulation Bylaw;
- Implement “Small City Big Ideas” wordmark;
- Undertake Cultural Master Plan;
- Solar Feasibility Study;
- Industrial Revitalization Tax Exemption Program Extension;
- Undertake Community Childcare Action Plan;
- Firehall exhaust system for rescue truck;
- Hire additional Fire Department staff;
- Continue with turn out gear replacement program;
- Fire Smart programs;
- Prepare and meet the requirements for the Canadian Award for Excellence in Financial Reporting for the 2018 Annual Report;
- Undertake research and analysis of pricing for the Shuswap Memorial Cemetery and report to Council;
- Review and update the Permissive Tax Exemption Policy No. 7.15 and associated application package;
- Undertake analysis and report to Council on the Transportation Parcel Tax;
- Undertake Request for Proposal for Audit Services Contract;
- Undertake Request for Proposal for Banking Services Contract;
- Prepare policy and procedures and implement new Point-

- Of-Sale Fuel System at the Shuswap Regional (Salmon Arm) Airport;
- Reconcile and submit grant claim under the BC Air Access Program (Airport Fuel System);
 - Review and update Property Tax Information Brochure;
 - Review and update Long Term Capital Plan including debt strategy;
 - Implement the Province's Employer Health Tax submission and reporting software;
 - Review revenue collection procedures and process to collect outstanding parking violations;
 - Implement a process to periodically review existing user fees;
 - Implementation of an automated water meter reading program integrated into the accounting system;
 - Review Investment policy;
 - Review Electronic Funds Transfer (EFT) policy and authorized banking transfer limits;
 - Complete Recreation Campus Redevelopment Plan;
 - Pool Inflatable toy to enhance themed public swims;
 - Purchase of new floor scrubber;
 - Installation of Handicap door on Auditorium entrance;
 - Hire for a new position: Pool Manager;
 - Hire for additional full time Lifeguard;
 - Implementation of new Access control system;
 - Retractable wall for meeting room;
 - Renovate Lower offices;
 - Add a new meeting space from Store area;
 - Chiller inspection on ammonia plant;
 - Participate in analysis and redesign of the City's website;
 - Install fibre optics to WPCC and connect City WAN and VoIP phones;
 - Create an IT strategic plan;
 - Update City Phones to new VoIP system;
 - Update Mail server to Office365;
 - Update phones from analog to VoIP at the RCMP Detachment;
 - Update Fire Truck tough books to tablets;
 - Upgrade all workstations to Office 2016;
 - Upgrade ESRI mapping suite to new version;
 - Hudson Street NE Revitalization and Beautification;
 - Trans-Canada Corridor Safety Improvements (MOTI & ICBC);
 - Annual Asphalt Overlays;
 - Downtown Transit Hub Relocation;
 - Complete Storm Water Master Plan;
 - Several major culvert upgrades and storm ditching projects;
 - Airport above ground fuel tanks and cardlock system;
 - Roll out of new Curbside Collection program and education and user awareness;
 - Klahani Park Playground improvements;
 - Canoe Beach Boat Launch Improvements;
 - Open Shuswap Memorial Cemetery;
 - Install Greenways connectors in various locations;
 - South Canoe Trail head parking lot development (phase I);
 - Hudson Street NE Beautification;
 - Water Treatment Plan Improvements;
 - Various Sanitary main Renewal projects;
 - Design - 5 Street SW; and
 - Waste Water Treatment Plan Upgrades.





City of Salmon Arm Departmental Services

Corporate Services

The Chief Administrative Officer (CAO) is statutorily appointed under the Community Charter and is responsible for the overall management of City operations and programs providing guidance and direction to Senior Managers. The CAO assists Council in establishing and implementing policies through municipal staff and ensures that all departments are working towards the same goals and objectives as Council.

The role of the Human Resources department is to provide professional advice and guidance to the City regarding best practices in all areas of HR as well as legislative requirements.

Corporate Services:

The department provides legal and administrative support to City Council; it is responsible for recording resolutions, decisions and minutes of Council to allow the direction of Council to be carried out.

Legal and administrative services provided by this division include the preparation and execution of leases, agreements and legal documents and development of bylaws, policies and procedures, etc. This division manages the City's property and liability insurance portfolio and handles all insurance claims through an Insurance Risk Management and Claims Committee, including the self insurance program. It ensures the proper conduct of municipal elections and referenda. Legislative Services manages the corporate document management system, City Policies Manual and completion of the City's Annual Report.

Inquiries under the Freedom of Information and Protection of Privacy Act are handled through this division.

Human Resources:

The Human Resources Department provides strategic direction, vision, and leadership to the City's management team and unionized employees (CUPE Local 1908 and IAFF Local 3791 employees). The Department is responsible for the recruitment and selection, performance management, disability

management, labour relations, collective bargaining, health and safety, training and development of all employee groups.

In addition, the Health and Safety Division within HR ensures that the City is in compliance with WorkSafeBC and OHS regulations. The health and safety of the City's workforce is of the utmost importance and is integral to creating a positive culture.

Customer Service:

The City of Salmon Arm recognizes the importance of its citizens and endeavours to consistently provide quality customer service in a timely and efficient manner. City staff delivers both internal and external customer service that reflects the growing and changing needs of our operations and citizens.

In 2019, the City consolidated the Customer Centre that services all departments including Fire and Public Works. Our Customer Service Centre (located at City Hall) is the first point of contact for the Public to receive information and support relating to:

- Building permits, inspections, licenses, and zoning;
- Recycling and solid waste management;
- Fire permits;
- Property taxes and utility billing;
- Dog licensing;
- Cemetery services;

In
2018

1030%
Increase in Social
Media Engagement

40%
Facebook
audience growth

FOOD WASTE COLLECTION
Most successful on-
line engagement

- Parking and transit passes;
- Public Works inquiries;
- Cashier payments; and
- General inquires.

Customer Service Representatives stay updated on changes and developments in the City's activities in order to provide knowledgeable services to the Public.

The hours of operation are Monday-Friday 8:30 a.m. – 4:00 p.m. (closed on statutory holidays).

Information Services:

The role of the Information Services Division is to provide reliable, stable and current technology systems to all City departments. This division maintains all servers, workstations, firewalls, printers, digital cameras, scanners, telephones, cellular phones, pagers, security systems, Geographic Information Systems (GIS), as well as the city website.

The vision of Information Services is to position the City with a predictable and balanced approach to managing technology where all departments can deliver services to their staff and the residents and businesses of Salmon Arm.

Information Services coordinates and manages short and long term strategic planning, acquisition of corporate computer equipment, software and services, and telecommunications equipment and services. This ensures the effective operation of the City's information services infrastructure and supports the

various applications and processes of the municipality and its interaction with the citizens of Salmon Arm.

Recognizing the important role information technology (IT) systems play in the daily operation of the City, high availability and business continuity of information systems is a key priority in the IT service delivery mechanism. Where required and cost effective, Information Services strives to implement products with a maximum amount of redundancy which provides a quick response solution to recover from serious failures, minimizing lengthy system outages and lost productivity.

The demand for information from both our internal and external customers continues to encourage the need for technology solutions. Our diverse group of users drives the need for these tools to ensure their effectiveness in sustaining the requirement for efficient fiscal management and decision-making.

Geographic Information Services:

Our spatial Geographic Information Systems (GIS) database provides support to Engineering & Public Works, Development Services, Finance Departments and Corporate Services for reporting and map generation. In addition, a public interactive mapping system is available on the City's website with the capability to search for zoning, legal descriptions and assessments.

GIS is an integral component of the City's Information Services Division and has become a significant and essential database which is relied upon by both staff and customers alike.

Financial Services

The Financial Services Division provides financial expertise, information, guidance and advice on day-to-day operational matters to internal (Council, Managers and Departments) and external (taxpayers, developers, etc.) customers. This division develops financial policies and procedures which assist Council and guide staff in shaping the direction of the organization.

Staff provide accurate and full disclosure on the financial affairs of the City as set out in the Community Charter and Local Government Act. This information includes annual municipal reporting forms, operational and capital budgets, setting of annual property tax, water and sewer rates, annual financial statements, long term financial plans, investments, statement of financial information report, etc.

Long term growth management strategies such as the Long Term Financial Plan, Five (5) Year Capital Plan and the Long Term Equipment and Infrastructure Replacement

Plans are developed and implemented to better plan for our community.

Financial Services takes a leadership role in Emergency Management. For example, in both the 1998 and 2003 wildfire events, this division played a key role in coordinating the donation process, tracking expenditures at the Emergency Operation Centre, execution of various contracts such as communications, volunteers, etc.

The Division develops and implements financial controls which safeguard City assets (i.e. the collection and expenditure of funds) and prevent fraud and error. This division is staffed by five (5) accounting clerks, an accountant, a Financial Services Manager and the Chief Financial Officer. They are responsible for processing invoices, receivables, payroll for approximately 138 full and part time staff, calculation and collection of property taxes and utilities, preparation of annual budgets, etc.

Development Services

This department is responsible for the administration of the City's Official Community Plan, review and approvals of development and subdivision applications, along with building inspection, business licencing and bylaw enforcement. Department staff continually track development activity and keep apprised of legislative changes that may affect City policies and bylaws. Property owners and the development industry are the primary clientele of this department.

Planning and Development:

The core focus of planning staff in 2018 was on the administration of various types of applications including, but not limited to, subdivisions, rezonings and development and variance permits which are each reviewed for compliance with City bylaws, policies, guidelines and Provincial legislation. Staff processed 93 applications in 2018, many of which continued to involve Council's approval of the rezoning of land for residential suites. Other projects in 2018 included the completion of a Cannabis Retail Policy just prior to adoption of the Federal Cannabis Act and preparation of a Street Solicitation Bylaw. Department planners take an active role on the City's Greenways Liaison Committee, Design Review Panel, Housing Task Force, Agricultural Advisory Committee and Heritage Commission.

Bylaw Enforcement:

The majority of issues, complaints and violations handled by the Bylaw Enforcement Officer are parking and property related. Also included in this scope of services is a summer student parking enforcement position, and Animal (Dog) Control which is contracted to a regional service provider. The Bylaw Enforcement Officer routinely liaises with the RCMP and participates on the Downtown Parking Commission, Traffic and Safety Committee and the Committee to Approve Public Events.

Building Inspection:

Building officials and support staff provide the public and the construction industry with professional service and a primary objective being to ensure the safety and structural integrity of new buildings. Inspection services range from building and

plumbing to signage and business occupancy. The number of building permits issued in 2018 was 374 with a combined value of \$66.8 million, which is an all time record high. The year was exceptionally strong for residential development with 164 total units constructed augmented by \$15.8 million in commercial and industrial construction value.

Business Licensing:

The City participates in the Province-wide business licensing and information sharing programs. Business license applications are checked by staff for compliance with zoning bylaw requirements, and business premises are inspected to ensure that they are safe for the public.



In
2018

39
Tonne reduction of
Greenhouse Gas
Emissions

2.6%
Population Increase

164
New Residential
Dewllings Created

Engineering Services

Engineering oversees road and utility construction and design, transportation planning (including traffic, pedestrian and cycling planning, parking and road construction), utility planning, and environmental programs. The overall role of the department is to provide proactive planning, expansion, renewal, and maintenance advice. The department also prepares technical documents which accompany regulatory bylaws (such as water, sewer, subdivision and development servicing, highway and traffic control, etc). The department plays an integral role in the long-term planning of infrastructure design and costing, and managing the City's infrastructure to promote sustainability.

Shuswap Regional Airport (Salmon Arm) CZAM:

The Shuswap Regional Airport is managed by the City and is a class Code 2B non-instrumental 1,370 metre runway airport, servicing both commercial and private users. Airport services include 24/7 service and a terminal building (which includes commercial rental space) and the Salmon Arm Flying Club clubhouse. A new card lock aviation fuelling station will be constructed along with new above ground fuel tanks which will enhance the services at the Airport.

Transit Services:

The Shuswap Regional Transit System is provided in partnership with BC Transit, the CSRD, and the City of Salmon Arm. It is operated by First Canada ULC. The transit system is comprised of eight (8) buses which provide passenger service for five (5) fixed routes, as well as custom para-transit, and regional service to Blind Bay, Sorrento, Eagle Bay and the Adams Lake Band, plus a taxi-supplemented service to minimize operation and maintenance costs. The City has implemented free transit for students during the months of July and August.

Curbside Solid Waste and Recycling Collection:

The City of Salmon Arm provides a Residential Solid Waste and Recycling Curbside Collection Program to over 6,250 homes within the City limits. These include single-family residential dwellings, mobile homes and other eligible dwellings. Curbside collection of solid waste and recyclables is provided through our collection contractor, Waste Connections of Canada (formerly Progressive Waste Solutions). The City works in partnership with Recycle BC (formerly Multi Material BC) to administer the Curbside Recycling Program.

The City aims to provide the most efficient and cost-effective collection methods for its residents while maintaining low levels of contamination in order to maximize the quantity and quality of recycled commodities.

Yard Waste Collection:

The City provided two (2) Yard Waste Collection days in 2018. The program coincided with the CSRD's free yard waste events. Clippings (grass, lawn, and hedge), sod, flowers, weeds (non-invasive), leaves, vegetable stacks, shrubs, and shrub/tree branches (up to 1" diameter) were accepted in compostable paper bags. The waste was composted and will become available to residents as part of the CSRD's Kickin' Compost program.

Curbside Food Waste Collection:

The City received valuable feedback from residents and useful collection data during the 2017 Food Waste Collection trial. It is the City's intention to implement a citywide curbside food waste collection program in 2019.

Cemetery:

The City currently maintains Baker Cemetery and Mt. Ida Cemetery with Shuswap Memorial Cemetery to be opened in the summer of 2019.

Baker Cemetery is no longer active and is located at 6670 Trans Canada Highway NE.

Mt. Ida Cemetery is located at 2290 Foothill Road SW. The Old Section of the cemetery was established in 1894. The cemetery is approximately 110 acres of which only nine acres are suitable for cemetery development.

Shuswap Memorial Cemetery is located at 2700 20 Avenue SE. Phase 1 is scheduled to open in 2018, pending provincial approval of the City's Cemetery bylaw. Mounce Construction constructed Shuswap Memorial Cemetery.

Public Works

Public Works is comprised of two (2) divisions: Roads, Transportation and Parks; and Utilities (including water and wastewater treatment facilities). The role of the department is to ensure that pro-active planning and maintenance of the City's infrastructure takes place to facilitate cost-effective and timely capital works programs that maximize benefits to the community. This department seeks to foster good communications with the community, with a view to working together to achieve the best balance between cost and benefit.

Roads, Transportation and Parks:

This division provides a wide range of services to the community. The Roads group looks after maintenance and construction of municipal roads, snow removal and sanding, dust control, sidewalk maintenance, street lighting, traffic signage, bridge repair, storm drainage maintenance, rehabilitation of asphaltic roadways and traffic, and pedestrian safety. The department also looks after maintenance of city playing fields, wide-area mowing of major parks, boulevards and playing fields, planting, watering and weeding of flower beds, hanging baskets and down town planter boxes, cleaning and maintenance of public washrooms, maintenance and pruning of street trees, and garbage pickup in the parks. They also are in charge of public sidewalks and walkway snow removal.

Drainage:

The City of Salmon Arm, under both the Utilities and Roads Divisions, is responsible for the maintenance and ongoing development of the storm water collection system. The storm lines, ditches, catch basins, inlet/outlet structures, culverts, and retention ponds are maintained within the limits of available budgets, to ensure there are no issues with run-off water. The Utilities Division also utilizes a smoke testing program to identify potential cross connections existing throughout the collection system.

Utilities:

The Utilities Division provides for the efficient treatment and delivery of high-quality water and the collection and treatment of sanitary sewer through a schedule of systematic new improvements, upgrades, and replacements. This division plays an integral role in maintaining the health, safety, and well-being of the community.

The water and sewer utilities have self-liquidating funds that must provide for their own revenues through fees, taxes and other charges to support the expenditures required to operate and maintain infrastructure into the future.

Water Treatment/Distribution System:

The City's water is supplied by way of two (2) primary sources: East Canoe Creek at Metford Dam (approximately 10% of the water supply) and Shuswap Lake at Canoe Beach (approximately 90% of the water supply). A secondary water source at Rumball Creek provides untreated and non-disinfected water for irrigation at the Mt. Ida Cemetery. The water supply consistently meets the Canadian Drinking Water Guidelines, BC Drinking Water Protection Act and the Safe Drinking Water Regulations.

The distribution system includes approximately 205 km of watermain, varying in diameter from 100 mm to 600 mm. The City's waterworks system provides water through gravity and pump systems. The waterworks system is complex and is comprised of seven (7) pressure zones, 809 hydrants, six (6) pumping stations, fourteen (14) reservoirs and one (1) dam. There is a total storage capacity of 24,538 cubic meters servicing a population of approximately 14,000 people and over 5,946 connections. Approximately 25% of the City's customers are on water meters.

Sanitary Sewer System:

The City provides an enhanced tertiary level of treatment of wastewater at its Water Pollution Control Centre, meeting the guidelines set by the Ministry of Environment to protect the public and the environment. It operates both the Water Pollution Control Centre and seven (7) lift stations safely and at optimum efficiency.

In
2018

9.9M
Litres of Water
Treated Daily

67
Irrigation Systems
Maintained by City

\$1.03M
Improving City
Parks & Trails

Police Services

The Salmon Arm Royal Canadian Mounted Police (RCMP) Detachment is committed to ensuring the safety of the community. As the policing environment becomes more complex, preserving the peace, upholding the law and providing quality service is achieved by focusing on the strategic priorities set through consultation with City Council and our community. The Detachment provides specific programs and services to achieve these priorities, including Public Education, Enforcement, Prevention and Protection activities.

Salmon Arm is policed by the RCMP. The Staff Sergeant in Charge of Salmon Arm Detachment reports to the District Officer at our South East District Headquarters, in Kelowna. The South East District RCMP Headquarters provides assistance and asset support to Salmon Arm Detachment. RCMP Specialized response teams, Police Dog Services, and tactical and additional investigative teams are deployed through this hub. Additionally, RCMP rotary and fixed wing aircraft and other specialty equipment is available upon request to support operations at the local detachment.

The Salmon Arm Detachment is responsible for policing within the City of Salmon Arm as well as the regional area of Columbia Shuswap Regional District and three (3) First Nations Communities: Adams Lake Band, Neskonlith Band and Little Shuswap Lake Band which are part of the Secwepemc Nation.

There are twenty four (24) regular member police officers who staff the Salmon Arm Detachment. Nineteen (19) of these officers are financially supported by the City of Salmon Arm. The remaining five (5) officers are financially supported by the provincial government. These members are supported in their duties by six (6) municipal employees, two (2) public service employees, a Police Based Victim Services section and volunteer RCMP Auxiliary and Salmon Arm Citizens Patrol support our operations.

Members of the Salmon Arm Detachment are involved in community policing initiatives, youth mentorship, and crime reduction with a mandate to enforce municipal bylaws, provincial statutes and Federal Acts. In 2018 our members and support staff handled 7,287 calls for service / investigations.

The detachment encompasses three (3) sections: General Duty, which includes day to day policing, traffic enforcement and community policing measures; a Traffic Section; and General Investigation Section, which targets specific crimes and individuals involved with drugs, major thefts and other high profile cases.

The Detachment has a close working relationship with many government agencies including Provincial and Federal Crown Counsel, Youth and Adult Probation Services, all Provincial Ministries, Work Safe BC, Interior Health Authority, the British Columbia Coroner's Service and the SAFE Society. In strategic partnership with community groups and these agencies (and other agencies) we work together to achieve common goals.

Police-based Victim Services is based in the RCMP Detachment and consists of both paid and volunteer staff. After undergoing an extensive training program to prepare them the Police Based Victim Services group provides support and information to victims of crime, persons affected by family tragedies and refers clients to local Community-based Victim Services as required.

Our local RCMP Auxiliary Constable program consists of volunteers that provide complimentary policing service to the community. Following successful completion of the six (6) month training program, these Auxiliary Constables have peace officer status when performing policing duties. The duties of the Auxiliaries center on community based initiatives. They work closely with regular members in crime reduction and public information initiatives.

Another important support to the local detachment is the Salmon Arm Citizens Patrol (SACP). The SACP is a dedicated group of volunteers who act as extra sets of eyes and ears for the local RCMP Detachment. The group patrols designated areas in Salmon Arm and Canoe and they also staff the "Speed Watch" speed-display boards within our City of Salmon Arm. SACP members also staff information booths at local events and venues, and are of assistance to local response teams during civil emergencies.

Fire Services

The City of Salmon Arm Fire Department provides community based fire suppression, prevention, public education and some rescue services to the residents of the City of Salmon Arm.

The Department operates out of four (4) fire halls located at:

- Fire Hall #1 – 6600 50 Street N.E. (Canoe)
- Fire Hall #2 – 200 30 Street S.E. (Broadview)
- Fire Hall #3 – 141 Ross Street N.E. (Downtown)
- Fire Hall #4 – 5160 40 Avenue N.W. (Gleneden)

In 2018 the Fire Department was staffed by three (3) career officers, including a new Deputy Fire Chief, a part time receptionist and approximately seventy paid on call fire fighters.

2018 also saw a change in the departments training certification provider that being the College of the Rockies. Through this six new recruits graduated under this agency completing standards for Full Service.

The fire departments records management system (FDM) was also revamped to include all training records.

Fire protection services were provided to approximately 8,550 properties and inspection services to approximately 960 public buildings.

In addition to fire response, the fire department responds to rescue related calls including trench, confined space, low angle and elevator rescues along with hazardous material response. The department does not provide a medical first response however does assist the B.C. Ambulance service with lift assists and works closely with the Salmon Arm Rescue Unit at motor vehicle accidents which involve entrapment.

In 2018 the department responded to 300 calls for service.

The department continued to provide Fire Safety education to the citizens in the community and to several community events including the Canada Day Children's Festival, Halloween celebrations in the downtown, Christmas holiday train, airport appreciation day, fire prevention presentations to seniors and youths, fire extinguisher training and many fire hall tours.

In 2018, the Fire Department in partnership with the Office of the Fire Commissioner, participated in the annual "Fire

Prevention Week" campaign, a fire safety initiative promoted throughout the community.

The 2018 theme was "Look. Listen. Learn. Be aware. Fire can happen anywhere.

During Fire Prevention week, a number of initiatives were undertaken including fire chief for a day where each school child in grades k-3 were able to enter a draw.

The department also continues to provide smoke alarms to those in need and in 2018 provided and installed a number of alarms in our community.

In 2018 a number of pieces of apparatus were either replaced or added to the fleet including: a new Tender for Hall #2, a new administration vehicle, a used walk-in rescue truck, and two new utility task vehicles which allow the department to get manpower and equipment into interface areas.



In
2018

9,448m
Of Maintained
Fire Hose

8,550
Fire Protection
Provided Properties

300
Calls for
Assistance

Recreation Services

The Shuswap Recreation Society, through a lease and operating agreement with the City, is responsible for providing recreational and leisure services at the Shaw Centre, the SASCU Recreation Centre and the Little Mountain Field House. The Society's mandate is to provide diverse family and adult-oriented leisure activities with a view to promoting active living and quality of life in the community. The Society strives to maximize the productivity of resources, provide good cost recovery of taxpayers dollars, and provide affordable recreational opportunities for the residents of Salmon Arm.

Salmon Arm Savings and Credit Union Recreation Centre:

The Recreation Centre provides a wide range of services including pool and facility rentals, racquetball and squash, weight training, programming, etc. to promote the health and wellness of our citizens.

Aquatic Services:

The Aquatics Division provides an indoor lap pool and hot tub, and sauna. It has been a priority of the aquatics staff to create a warm and inviting atmosphere. In addition to swimming lessons, four (4) levels of aquafit taught by certified instructors as well as special swim programs are provided to individuals who require rehabilitation exercises. Our Aquatics division is also a training centre for Water Safety Instructors, Lifeguards and First Aid (including automated external defibrillator training).

This facility is also used by competitive swim clubs. This quality environment has led to competitive teams and individuals who consistently prove themselves in provincial competition.

Programming Services:

The SASCU Recreation Centre provides various programs from preschool to seniors in addition to the facilitation of contractors who also provide recreational programming. Drop in programs such as Motoring Munchkins and Pickle Ball are very popular as are registered programs such as Wiz Kids and Volleyball. Each season the SASCU Recreation Centre publishes the 'Fun Guide' promoting the various programs and events for 'Salmon Arm Recreation' as well as providing contacts to organizations and participating private recreation providers. The Programming department also provides scheduling for the various recreational facilities within the City.

Little Mountain Fieldhouse:

The Little Mountain Fieldhouse is part of the Little Mountain Sports Field complex consisting of three (3) regulation

size soccer fields next to Little Mountain Park. It is a great venue for meetings, birthday parties, small weddings or any other function at a reasonable rate. Little Mountain Fieldhouse is large enough to seat 60 people comfortably and is equipped with a full kitchen.

Access Program:

The Shuswap Recreation Society also offers an Access Program which minimizes barriers for financially challenged members of the community.

Shaw Centre:

The Shaw Centre provides two (2) sheets of regulation sized ice during the winter season which converts to dry floor for the summer season. It has the capacity to handle events with in-house stage, icedecking, show power, chairs, tables, meeting rooms and dressing rooms. This complex also has a Restaurant / Catering service and retail space.

In addition to minor hockey, adult rec hockey, hockey school, ringette, speed skating, figure skating and lacrosse, the Shaw Centre promotes a variety of community events and concerts. The evidence of Shaw Centre's commitment to providing quality events can be found in the successful production of:

- Perennial host for Hockey BC High Performance Camps, including the U16 BC Cup, U17 Best Ever program, and the U 18 Female BC Cup;
- Numerous Concerts such as Blue Rodeo, Emerson Drive, Alice Cooper, Stompin Tom, Paul Brandt, Teri Clarke, Steve Earle, etc.
- National Ringette Competition; and
- Salmon Arm Homeshow.

The Shaw Centre is home to the Salmon Arm Silverbacks Junior 'A' hockey team. The Silverbacks have been providing fans with many years of exciting hockey action on the ice and home games have evolved into an eagerly anticipated social event for many Salmon Arm residents.

Financial Section



**The City of Salmon Arm
Consolidated Financial Statements
For the Year Ended December 31, 2018**

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Management's Responsibility for Financial Reporting

The accompanying consolidated financial statements of the City of Salmon Arm are the responsibility of management and have been approved by the Chief Financial Officer on behalf of Council.

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards. Certain amounts used in the preparation of the consolidated financial statements are based on management's best estimates and judgments. Actual results could differ as additional information becomes available in the future. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances, in order to ensure that the financial statements are presented fairly, in all material respects.

The City of Salmon Arm maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and the City of Salmon Arm's assets are appropriately accounted for and adequately safeguarded.

The City of Salmon Arm's Chief Financial Officer and Council is responsible for ensuring that management fulfills its responsibilities for financial reporting and it ultimately responsible for reviewing and approving the financial statements.

Chief Financial Officer and Council members meet periodically with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy themselves that each party is properly discharging their responsibilities, and to review the annual report, the consolidated financial statements and the external auditor's report.

The consolidated financial statements have been audited by BDO Canada LLP Chartered Professional Accountants in accordance with Canadian generally accepted auditing standards on behalf of the members. The independent auditor's report expresses their opinion on these consolidated financial statements. The auditors have full and free access to the accounting records and the Chief Financial Officer and Council of the City of Salmon Arm.



Chief Financial Officer



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BDO Canada LLP
571 6th Street NE
Suite 201
Salmon Arm BC V1E 1R6 Canada

Independent Auditor's Report

To the Mayor and Council of the
City of Salmon Arm

Opinion

We have audited the consolidated financial statements of the City of Salmon Arm (the City) and its controlled entities (the Consolidated Entity), which comprise the consolidated statement of financial position as at December 31, 2018, and the consolidated statements of operations, change in net financial assets (debt), and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Consolidated Entity as at December 31, 2018, and its results of operations, its change in net financial assets (debt), and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Consolidated Entity in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Consolidated Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Consolidated Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Consolidated Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.



As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Consolidated Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Consolidated Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Consolidated Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

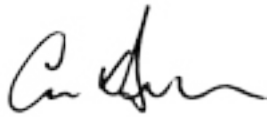
BDO Canada LLP

Chartered Professional Accountants

Salmon Arm, British Columbia
April 23, 2019

**The City of Salmon Arm
Consolidated Statement of Financial Position**

As at December 31	2018	2017
		(Note 10)
Financial Assets		
Cash	\$ 1,343,444	\$ 1,237,649
Investments	55,826,027	51,488,907
Accounts Receivable		
Property Taxes	765,568	999,677
Trade	2,208,111	1,205,167
Water and Sewer Levies	380,791	366,041
Inventories for Resale	42,106	49,806
M.F.A. Debt Reserve - Note 3	1,826,547	1,812,705
	62,392,594	57,159,952
Liabilities		
Accounts Payable and Accrued Liabilities	3,691,731	3,573,209
Deposits and Performance Bonds	2,058,332	1,045,422
Prepaid Property Taxes and Levies	3,009,203	2,878,350
Deferred Revenues - Note 4	14,585,448	13,554,846
M.F.A. Debt Reserve - Note 3	1,826,547	1,812,705
Long Term Debt - Note 1 and Schedule 1	22,407,773	23,486,456
	47,579,034	46,350,988
Net Financial Assets	14,813,560	10,808,964
Non-Financial Assets		
Tangible Capital Assets - Schedule 2	217,857,221	215,948,852
Prepaid Expenses	16,038	12,821
	217,873,259	215,961,673
Accumulated Surplus	\$ 232,686,819	\$ 226,770,637



Chief Financial Officer

Chelsea Van de Cappelle, CPA

**The City of Salmon Arm
Consolidated Statement of Operations**

For The Year Ended December 31	2018	2018	2017
	Actual	Budget (Note 5)	Actual (Note 10)
Revenues			
Taxation - Net - Note 6	\$ 17,678,316	\$ 17,694,375	\$ 16,878,465
Transportation Parcel Tax - Note 6	948,120	940,000	932,520
Frontage Tax - Note 6	2,378,976	2,357,435	2,339,592
Grants - Schedule 3	2,114,466	3,447,595	2,277,568
Grants - Other	189,836	216,220	183,774
Sales of Services	7,253,244	6,596,778	7,044,803
Licences, Permits and Fines	949,856	728,875	928,862
Rentals, Leases and Franchises	1,023,997	1,016,560	981,405
Return on Investments	1,516,192	415,590	1,066,660
Penalties and Interest	198,944	223,000	205,762
Other Revenue from Own Sources	65,656	15,100	65,829
Developer and Other Contributions	2,875,908	827,000	2,580,296
Gain/(Loss) on Disposal of Capital Assets	(17,525)	-	248,184
	37,175,986	34,478,528	35,733,720
Expenses			
General Government Services	5,097,173	4,314,515	4,629,684
Protective Services	4,991,552	5,205,675	5,124,932
Transportation Services	9,769,223	5,363,755	9,275,439
Public Health Services	1,059,210	1,287,037	958,367
Development Services	1,293,887	1,377,700	1,185,604
Recreation and Cultural Services	3,295,417	3,505,705	3,155,520
Water and Sewer Services	5,753,342	4,251,263	5,658,754
	31,259,804	25,305,650	29,988,300
Annual Surplus	5,916,182	9,172,878	5,745,420
Accumulated Surplus, Beginning of Year	226,770,637	226,770,637	221,025,217
Accumulated Surplus, End of Year	\$ 232,686,819	\$ 235,943,515	\$ 226,770,637

The accompanying summary of significant accounting policies, notes to consolidated financial statements and schedules are an integral part of these consolidated financial statements.

The City of Salmon Arm
Consolidated Statement of Change in Net Financial Assets (Debt)

For The Year Ended December 31	2018	2018	2017
	Actual	Budget	Actual
Annual Surplus	\$ 5,916,182	\$ 9,172,878	\$ 5,745,420
Acquisition of Tangible Capital Assets	(9,818,967)	(13,847,420)	(9,122,802)
Amortization of Tangible Capital Assets	7,545,346	-	7,232,265
Disposal of Tangible Capital Assets	365,252	-	-
	4,007,813	(4,674,542)	3,854,883
Acquisition of Prepaid Expenses	(16,038)	-	(12,821)
Usage of Prepaid Expenses	12,821	-	13,340
Net Change In Net Financial Assets (Debt)	4,004,596	(4,674,542)	3,855,402
Net Financial Assets, Beginning of Year	10,808,964	10,808,964	6,953,562
Net Financial Assets, End of Year	\$ 14,813,560	\$ 6,134,422	\$ 10,808,964

The accompanying summary of significant accounting policies, notes to consolidated financial statements and schedules are an integral part of these consolidated financial statements.

**The City of Salmon Arm
Consolidated Statement of Cash Flows**

For The Year Ended December 31	2018	2017
		(Note 10)
Cash Flows From Operating Activities		
Annual Surplus	\$ 5,916,182	\$ 5,745,420
Items Not Involving Cash		
Amortization Expense	7,545,346	7,232,265
Developer Contributed Capital Assets	(1,802,678)	(2,218,767)
(Gain)/Loss on Disposal of Capital Assets	17,525	(248,184)
Changes in Non-Cash Operating Items		
Inventories for Resale	7,700	11,352
Accounts Receivable	(783,585)	45,095
Accounts Payable	118,522	(19,013)
Deferred Revenues	1,030,603	1,955,701
Deposits and Performance Bonds	1,012,910	188,339
Prepaid Property Taxes and Levies	130,853	57,072
Prepaid Expenses	(3,218)	520
	13,190,160	12,749,800
Cash Flows From Investing Activity		
Increase in Investments	(4,337,120)	(4,030,954)
Cash Flows From Capital Activity		
Proceeds on Disposal of Capital Assets	347,727	248,184
Acquisition of Tangible Capital Assets	(8,016,289)	(6,904,035)
	(7,668,562)	(6,655,851)
Cash Flows From Financing Activities		
Actuarial Adjustments	(763,997)	(697,468)
Issuance of Long Term Debt	835,000	-
Repayment of Long Term Debt	(1,149,686)	(1,406,180)
	(1,078,683)	(2,103,648)
Increase (Decrease) In Cash During Year	105,795	(40,653)
Cash, Beginning of Year	1,237,649	1,278,302
Cash, End of Year	\$ 1,343,444	\$ 1,237,649

The accompanying summary of significant accounting policies, notes to consolidated financial statements and schedules are an integral part of these consolidated financial statements.

**The City of Salmon Arm
Summary of Significant Accounting Policies**

December 31, 2018

Nature of Business	The City of Salmon Arm (City) is incorporated under the laws of British Columbia and is engaged in the operation of a municipality.														
Basis of Presentation	It is the City's policy to follow Canadian generally accepted accounting principles. The consolidated financial statements include the accounts of all funds of the City. All inter fund transactions have been eliminated. The consolidated statements have been prepared by management using guidelines issued by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.														
Revenue Recognition	Taxation revenues, net of collections for other governments, are recognized at the time of issuing the property tax notices for the fiscal year. Sale of services and user fee revenues are recognized when the service or product is provided by the City.														
Expenses	Expenses are recorded in the period in which the goods or services are acquired and a liability is incurred.														
Investments	Investments are deposited with the Municipal Finance Authority and are held in a money market fund. The interest rate as at December 31, 2018 was approximately 1.65% (2017 - 0.97%). The City holds three \$100,000 Royal Bank debenture bonds due in 2083 with a floating interest rate. All investments are recorded at cost; the fair market value at December 31, 2018 was \$55,826,027 (2017 - \$51,488,907).														
Inventories	Inventories are stated at cost. Cost is generally determined on a first-in, first-out basis.														
Tangible Capital Assets and Amortization	<p>Tangible capital assets are recorded at cost less accumulated amortization. Cost includes all cost directly attributable to the acquisition or construction of the tangible capital asset, including transportation, site preparation, design, engineering, and legal fees. Contributed tangible capital assets are recorded at fair value at the time of donation, with a corresponding amount recorded as revenue. Amortization is recorded on a straight-line basis over the estimated life of the tangible capital asset commencing once the asset is available for productive use as follows:</p> <table border="0" style="margin-left: 40px;"> <tr> <td>Buildings</td> <td style="text-align: right;">10 to 50 years</td> </tr> <tr> <td>Machinery and Equipment</td> <td style="text-align: right;">5 to 25 years</td> </tr> <tr> <td>Vehicles</td> <td style="text-align: right;">10 to 25 years</td> </tr> <tr> <td>Information Technology Infrastructure</td> <td style="text-align: right;">3 to 10 years</td> </tr> <tr> <td>Parks Infrastructure</td> <td style="text-align: right;">10 to 100 years</td> </tr> <tr> <td>Utility Infrastructure</td> <td style="text-align: right;">20 to 70 years</td> </tr> <tr> <td>Transportation Infrastructure</td> <td style="text-align: right;">10 to 75 years</td> </tr> </table>	Buildings	10 to 50 years	Machinery and Equipment	5 to 25 years	Vehicles	10 to 25 years	Information Technology Infrastructure	3 to 10 years	Parks Infrastructure	10 to 100 years	Utility Infrastructure	20 to 70 years	Transportation Infrastructure	10 to 75 years
Buildings	10 to 50 years														
Machinery and Equipment	5 to 25 years														
Vehicles	10 to 25 years														
Information Technology Infrastructure	3 to 10 years														
Parks Infrastructure	10 to 100 years														
Utility Infrastructure	20 to 70 years														
Transportation Infrastructure	10 to 75 years														
Intangible Assets	Intangible assets include works of art and historic assets located throughout City Hall. They are not reflected in these consolidated financial statements.														
Long Term Debt	Long term debt is recorded net of any sinking fund balances. Debt charges, including interest and foreign exchange, are charged to current operations. Interest charges are accrued for the period from the date of the last interest payment to the end of the year.														

The City of Salmon Arm Summary of Significant Accounting Policies

December 31, 2018

Reserves	Reserves for future expenditures represent amounts set aside for future operating and capital expenditures.
Grants and Government Transfers	Unrestricted government grants or transfers are recognized as revenue in the year that the grant or transfer is approved by the issuing government. Restricted government transfers, in the way of grants or other transfers, are recognized as revenue in the year in which related expenses are incurred, except where the grant or transfer is received for which the expense has not yet been incurred, then the grant or other transfer is included in deferred revenue. Transfers made to other organizations are expensed in the current year.
Deferred Revenue	Funds received for specific purposes which are externally restricted by legislation, regulation or agreement and are not available for general municipal purposes are accounted for as deferred revenue on the consolidated statement of financial position. The revenue is recognized in the consolidated statement of operations in the year in which it is used for the specified purpose.
Budget Figures	The budget figures are from the Annual Budget Bylaw adopted by May 15 of each year. They have been reallocated to conform to PSAB financial statement presentation. Subsequent amendments have been made by Council to reflect changes in the budget as required by law.
Commitments	The City has entered into various agreements and contracts for services for periods ranging from one to five years.
Employee Future Benefits	The City and its employees make contributions to the Municipal Pension Plan. These contributions are expensed as incurred.
Contaminated Sites	<p>Effective January 1, 2015, the City adopted the new Public Sector Accounting Standard PS3260 Contaminated Sites. The new standard can be applied retroactively or prospectively, and the City has elected to apply it prospectively.</p> <p>Under PS3260 governments are required to accrue a liability for the costs to remediate a contaminated site. Liabilities are recognized when an environmental standard exists, contamination exceeds the standard, the government has responsibility for remediation, future economic benefits will be given up and a reasonable estimate can be made.</p> <p>Management has assessed its potential liabilities under the new standard including sites that are no longer in productive use and sites which the City accepts responsibility. There were no such sites that had contamination in excess of an environmental standard which required remediation at this time, therefore no liability was recognized as at December 31, 2018.</p>

**The City of Salmon Arm
Summary of Significant Accounting Policies**

December 31, 2018

Loan Guarantees

The City has guaranteed a loan to assist the Salmon Arm Tennis Club in the financing and construction of an Indoor Tennis Facility. When it is determined that a loss is likely, a provision for loss is recorded. The provision is determined using the best estimates available and taking into consideration the principal amount outstanding, any guaranteed accrued and unpaid interest, any amounts recoverable from the borrower and from the sale of assets pledged as security, and all known circumstances. The provision for loan losses is reviewed by management on an annual basis.

Use of Estimates

The preparation of the consolidated financial statements in accordance with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future. Significant estimates in these financial statements include the valuation of accounts receivable and amortization of tangible capital assets.

**The City of Salmon Arm
Notes to Consolidated Financial Statements**

December 31, 2018

1. Long Term Debt

Future principal requirements, not including sinking fund additions, on existing debt:

	<u>General Fund</u>	<u>Water Fund</u>	<u>Sewer Fund</u>	<u>Total</u>
2019	\$ 708,017	\$ 457,981	\$ 150,688	\$ 1,316,686
2020	475,973	424,832	150,688	1,051,493
2021	475,973	424,832	150,688	1,051,493
2022	475,973	424,832	150,688	1,051,493
2023	475,973	424,832	150,688	1,051,493
2024 and thereafter	<u>3,004,654</u>	<u>2,165,932</u>	<u>763,800</u>	<u>5,934,386</u>
	5,616,563	4,323,241	1,517,240	11,457,044
Actuarial Adjustment	<u>6,507,204</u>	<u>3,358,635</u>	<u>1,084,890</u>	<u>10,950,729</u>
Total Long Term Debt	<u>\$ 12,123,767</u>	<u>\$ 7,681,876</u>	<u>\$ 2,602,130</u>	<u>\$ 22,407,773</u>

2. Contingent Liabilities and Commitments

(a) Pension Liabilities

The City of Salmon Arm and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2017, the plan has about 197,000 active members and approximately 95,000 retired members. Active members include approximately 39,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as at December 31, 2015, indicated a \$2,224 million funding surplus for basic pension benefits on a going concern basis. As a result of the 2015 basic account actuarial valuation surplus and pursuant to the joint trustee agreement, \$1,927 million was transferred to the rate stabilization account and \$297 million of the surplus ensured the required contribution rates remain unchanged.

The City of Salmon Arm paid \$640,771 (2017 - \$617,783) for employer contributions while employees contributed \$555,873 (2017 - \$526,139) to the plan in fiscal 2018.

The next valuation will be as at December 31, 2018, with results available in 2019.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to the individual employers participating in the plan.

Continued...

The City of Salmon Arm
Notes to Consolidated Financial Statements – Continued

December 31, 2018

2. Contingent Liabilities and Commitments - Continued

(b) Columbia Shuswap Regional District

Columbia Shuswap Regional District (Regional District) debt is, under the provisions of the Local Government Act, a joint and several liability of the Regional District and each member municipality within the Regional District, including the City of Salmon Arm. The loan agreements with the Regional District and the Municipal Finance Authority provide that, if at any time the scheduled payments provided for in the agreements are not sufficient to meet the Authority's obligations with respect to such borrowing, the resulting deficiency becomes a liability of the member municipalities.

(c) Other

The City is the defendant in various lawsuits. In the opinion of management, the overall estimation of loss is not determinable. These claims have not been provided for in the consolidated financial statements. Settlement, if any, made with respect to these actions, would be expected to be accounted for as a charge to expenditures in the period in which realization is known.

(d) Equipment Leases

The City is the lessee of a postage machine, workstations and computer servers valued at approximately \$187,383 excluding taxes. The lease terms are February 2016 to February 2024. The City has no equity in the leased equipment, and the lease payments are disclosed as operating expenses of the year in which they are paid.

Future annual lease payments are as follows:

2019	\$ 37,836
2020	27,860
2021	17,449
2022	2,873
2023	2,873
2024	479

(e) Contractual Obligation

The City has entered into a contract with the Shuswap Recreation Society to manage the Recreation and Shaw Centres and is contingently liable for deficits incurred when expenses exceed revenues. The City provides an annual provision for the operation and maintenance of these facilities.

(f) Guarantor Agreement

The City has entered into an agreement to act as a loan guarantor for \$750,000 (2017 - \$750,000) to assist the Salmon Arm Tennis Club in the financing and construction of an Indoor Tennis Facility at 3440 Okanagan Avenue SE, Salmon Arm, BC. The outstanding balance at December 31, 2018 was \$346,491 (2017 - Nil). The loan bears interest at prime plus 1% (2017 – prime plus 1%), has a term of 25 years and is secured by the assets of the Tennis Club and an indemnity agreement from the City.

The City of Salmon Arm
Notes to Consolidated Financial Statements – Continued

December 31, 2018

3. Reserves – Municipal Finance Authority

The City issues the majority of its debt instruments through the Municipal Finance Authority. As a condition of these borrowings, a portion of the debenture proceeds are withheld as cash deposits by the Municipal Finance Authority as a Debt Reserve Fund. The City also executes demand notes in connection with each debenture whereby the City may be required to loan certain amounts to the Municipal Finance Authority. These demand notes are contingent in nature.

The details of the cash deposits and demand notes at the year end are as follows:

	<u>Demand Notes</u>	<u>Cash Deposits</u>	<u>Total</u>
General Fund	\$ 638,813	\$ 385,794	\$ 1,024,607
Water Fund	404,702	195,302	600,004
Sewer Fund	<u>132,946</u>	<u>68,990</u>	<u>201,936</u>
	<u>\$ 1,176,461</u>	<u>\$ 650,086</u>	<u>\$ 1,826,547</u>

4. Deferred Revenues

	<u>December 31, 2017</u>	<u>Inflow</u>	<u>Outflow</u>	<u>Interest</u>	<u>December 31, 2018</u>
BC Buildings Corporation	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000
Community Works Fund	3,460,420	826,788	(343,721)	57,096	4,000,583
Development Cost Charges	8,772,084	1,235,876	(875,762)	155,011	9,287,209
Recycling User Fee Rebate	210,981	205,587	(210,981)	-	205,587
Other	<u>111,361</u>	<u>89,670</u>	<u>(108,961)</u>	<u>-</u>	<u>92,070</u>
	<u>\$13,554,846</u>	<u>\$ 2,357,921</u>	<u>\$(1,539,425)</u>	<u>\$ 212,107</u>	<u>\$14,585,449</u>

Included in deferred revenue is a prepayment amount of \$1,000,000 received from British Columbia Buildings Corporation for future rental of the Law Courts facility to be used for annual rent payments commencing in 2021. Deferred revenue amounts of \$4,000,583 (2017 - \$3,460,420) have been received under the Community Works Fund for future restricted capital projects.

5. Budget

The City of Salmon Arm 2018 to 2022 Financial Plan Bylaw No. 4268 (Financial Plan Bylaw) was adopted by Council on April 23, 2018. The Financial Plan Bylaw was prepared utilizing a budget method consistent with Local Governments while the actual operating results have been prepared in accordance with the requirements of the Public Sector Accounting Standards (PSAB). The Financial Plan Bylaw was prepared on a modified accrual basis while the actual operating results utilizing Public Sector Accounting Standards requirements were prepared on a full accrual basis. The Financial Plan Bylaw projected the use of Reserve Fund transfers and prior year surpluses to balance the Financial Plan. Public Sector Accounting Standards requires that the actual operating results capitalize all tangible capital expenditures and that an amortization expense for tangible capital assets be included. The Financial Plan Bylaw expenses all tangible capital expenditures as opposed to including an amortization expense. As a result, the Financial Plan Bylaw figures presented in the Statements of Operations and Change in Net Financial Debt represent the Financial Plan Bylaw adopted by Council on April 23, 2018 with adjustments as follows:

Continued...

The City of Salmon Arm
Notes to Consolidated Financial Statements – Continued

December 31, 2018

5. Budget – Continued

Financial Plan Bylaw Surplus for the Year		\$ -
Add:		
Capital Grants		2,781,745
Capital Expenditures		13,847,420
Debt Repayment		1,149,705
Transfer to Reserve Accounts		2,611,230
Transfer to Reserve Funds		908,680
Transfer from DCC Reserve Funds		615,000
Other Developer Contributions		212,000
Less:		
Transfer from Prior Years Surplus		(685,780)
Transfer to Reserve Accounts		(1,270,027)
Transfer to Capital Reserve Accounts		(10,997,095)
Budget Surplus as per Statement of Operations		<u>\$ 9,172,878</u>

6. Taxation

Taxation revenue comprises the following amounts raised less transfers to other governments:

	<u>2018</u>	<u>2017</u>
Taxes Collected		
Property Taxes	\$ 28,493,168	\$ 27,177,814
Transportation Parcel Tax	948,120	932,520
Frontage Tax - Water	1,442,362	1,421,539
Frontage Tax - Sewer	936,613	918,053
1% Utility Tax	<u>294,009</u>	<u>291,817</u>
	<u>32,114,272</u>	<u>30,741,743</u>
Collected for Other Governments		
Province of BC (school taxes)	8,045,387	7,669,949
BC Assessment Authority	182,193	179,302
Regional Hospital District	997,511	992,112
Columbia Shuswap Regional District	991,124	887,473
Okanagan Regional Library	712,793	692,625
Municipal Finance Authority	807	729
Downtown Improvement Area	<u>179,045</u>	<u>168,976</u>
	<u>11,108,860</u>	<u>10,591,166</u>
Net taxes available for Municipal Purposes	<u>\$ 21,005,412</u>	<u>\$ 20,150,577</u>

**The City of Salmon Arm
Notes to Consolidated Financial Statements – Continued**

December 31, 2018

7. Trust Funds

In accordance with PSAB recommendations for local governments, trust funds are not included in the City’s Consolidated Financial Statements. The City administers a Cemetery Maintenance Fund for the perpetual care and maintenance of the City owned and operated cemetery. As at December 31, 2018, the Trust Fund balance is \$360,872 (2017 - \$345,669) (Schedule 4).

8. Fire Training Centre Function

The City participates jointly with the Columbia Shuswap Regional District and other local governments to construct a Fire Training Centre. This function is not reflected in the financial statements of the City.

Investments	\$ 90,705
Due from the City of Salmon Arm	85,251
Capital Assets	<u>558,002</u>
Total Assets	<u>\$ 733,958</u>
Operating Surplus	\$ 175,956
Equity in Capital Assets	<u>558,002</u>
Total Liabilities and Equity	<u>\$ 733,958</u>

9. Segment Reporting

The City of Salmon Arm is a municipal government that provides a range of services to its citizens. The City is governed by an elected Council comprised of a Mayor and six (6) Councillors whose authority is set out in the Community Charter and Local Government Act. For management reporting purposes, the City’s operations and activities are organized and reported by Fund. The General Fund has been further segmented for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations.

City services are provided by departments and their activities are reported in these funds. Certain departments have been separately disclosed in the segmented information, along with the services they provide, as follows:

General Government Services – Legislative Services, Information Services, Customer Service, Financial Services and Human Resources. Legislative Services is responsible for the statutory obligations under the Community Charter and Local Government Act and provides the legal and administrative support to City Council. It is responsible for recording resolutions, decisions and minutes of Council to allow the direction and policies of Council to be carried out. Legislative Services manages the City’s property and liability insurance portfolio, freedom of information inquiries, municipal elections and referendums, the corporate document management system, City Policy Manual and completion of the City’s Annual Report and Civic Calendar. The role of the Information Services is to provide reliable, stable and current technology systems to all City departments. Information Services maintains all servers,

Continued...

The City of Salmon Arm
Notes to Consolidated Financial Statements – Continued

December 31, 2018

9. Segment Reporting – Continued

workstations, firewalls, printers, digital cameras, scanners, telephones, cellular phones, pagers, security systems, Geographic Information Systems (GIS) and the corporate website. Customer Service recognizes the importance of its customers and endeavours to provide quality services in a timely and efficient manner to reflect the growing and changing needs of our citizens. Customer Service representatives provide information and service in building inspection, cash payments, taxation, transit, pet and business licensing, etc. Financial Services provides financial expertise, information, guidance and advice on day-to-day operational matters to internal and external customers. Financial Services develops financial policies and procedures which assist Council and guide staff in shaping the direction of the City. Financial Services provides accurate and full disclosure on the financial affairs of the City as set out in the Community Charter and Local Government Act. This information includes annual municipal reporting forms, operational and capital budgets, setting of annual property tax and water and sewer rates, annual financial statements, long term financial plan, investments, public bodies report, etc. Long term growth management strategies such as the Long Term Financial Plan, Five (5) Year Capital Plan, and the Long Term Equipment and Infrastructure Replacement Plans are developed and implemented to better plan for our community. Human Resources is responsible for all issues surrounding the employees of the City of Salmon Arm. It represents the City in union negotiations and is key in setting human resource policies and procedures. Human Resources encourages and coordinates staff development, training and recognition programs to better and more efficiently deliver services to the community and plays a major role in recruiting, transferring, promoting and retaining the best people for the job.

Protective Services – Fire Prevention and Suppression, Police Protection, Bylaw Enforcement, Building Inspection, Business Licensing and Animal Control Services. The City provides community-based fire prevention and suppression services and responds to a geographical area of 84 square miles. It provides fire protection services to approximately 8,550 properties (residential, commercial, etc.) and inspection services to approximately 850 buildings. Fire Prevention and Suppression encompasses a Rescue Team designed, pursuant to WorkSafe BC, to provide rescue services to municipal employees who work in areas where identifiable hazards are present and manages the City Safety Program. The Police Department strives to provide a quality service to the community which includes calls for service, proactive enforcement and interaction with the community to gain insight into community concerns so that policing priorities may be set. Salmon Arm is policed by the Royal Canadian Mounted Police. Bylaw Enforcement encompasses all matters relating to the enforcement of City bylaws, and for the maintenance and accuracy of all files on matters relating to court actions on behalf of the City of Salmon Arm. Building Inspection addresses residential, commercial, institutional and industrial building construction within the City. The focus is to provide the public and the building industry with high quality service such that the structural integrity of the buildings constructed conform to the requirements of the BC Building Code and zoning, building and servicing bylaws and are safe for their intended purpose. Business Licensing is responsible for reviewing and issuing business licenses within the City. Business applications and premises are inspected to ensure that they are safe for the public and that they meet zoning bylaw requirements. Animal Control enforces the Animal Control regulations within the City and the issuance of dog licenses.

Continued...

The City of Salmon Arm
Notes to Consolidated Financial Statements – Continued

December 31, 2018

9. Segment Reporting – Continued

Transportation Services – This function is comprised of engineering, public works (transit, roadway systems, bridge repair, storm drainage, sidewalks, boulevards, street lighting, airport, downtown parking, etc.) utilities, parks, municipal facilities, marina/wharf, garage, vehicle and equipment fleet and cemeteries and provides a broad spectrum of services to the community. These services are provided in a participative fashion between City Council, the public, management and employees in a safe, effective, efficient and financially responsible manner. Transportation Services is responsible for the maintenance of over 241.2 kilometers (excluding the Trans Canada Highway and Highway 97B) of roadway, 69 kilometres of sidewalk, as well as, 122.6 kilometers of storm sewer complete with retention ponds and currently operates a +/- 70 unit municipal fleet of major vehicles and equipment.

Environmental and Development Services – Development Services, Community Development Services and Public Health and Welfare Services. Development Services provides community planning, subdivision and development application facilitation. Taking into account various Council approved policies, bylaws, and procedures, it provides Council with professional advice on land use planning issues and is the coordinating department for the processing and approval of development applications to meet the community's objectives. It also provides advice to other City departments, community and business groups, developers, property owners, and citizens. It is responsible for the creation and recommendation of bylaws, policies and procedures to maintain the community's quality of life. Community Development Services provides services regarding environmental concerns, heritage matters, etc. Public Health and Welfare Services provides cemetery services to the citizens of the City.

Recreational and Cultural Services – Recreational and Leisure Services (Multi-Use Facility, Auditorium and Pool), and Park and Wharf Services. Recreational and Leisure Services' mandate is to provide diverse family and adult oriented recreational activities with a view of promoting active living and quality of life in the community. The City strives to maximize the productivity of resources, to provide good cost recovery of the taxpayers' dollars and provide affordable recreational opportunities for the citizens of Salmon Arm. The Multi-Use Facility promotes community events and concerts, in addition to, hockey, ringette, speed skating, and figure skating. The Recreation Centre provides a wide range of services from pool and facility rentals, racquetball and squash, weight training, programming, etc. to promote the health and wellness of our citizens. Recreational programming such as scuba diving, summer French and music lessons, canoeing, babysitter courses, and summer soccer camps are all components of this function. The Parks and Wharf Services is proud to promote community pride in parks through the use and enjoyment of our many green spaces and natural amenities through carefully managed maintenance and improvement of park facilities. It projects a positive impression for citizens and visitors by ensuring that facilities, parks and playing fields are safe, clean and well-maintained while at the same time protecting the environment for future generations. The City maintains seven hundred and twenty (720) hectares of park land; this includes developed, natural, and passive parks, marinas, wharves, beaches, walking trails, lawn bowling, horseshoes and playing fields. Parks receive ongoing maintenance such as turf management, hanging flower baskets, downtown flower planters, irrigation systems, general park maintenance (bathrooms, garbage control), parkland design and construction, special events and sports field construction. The City

Continued...

The City of Salmon Arm
Notes to Consolidated Financial Statements – Continued

December 31, 2018

9. Segment Reporting – Continued

works closely with community groups to achieve localized objectives such as neighbourhood parks where the efforts and contributions of local business owners, property owners, volunteers and the City come together to enhance and build new parks.

Utilities

The Utilities function, through a schedule of systematic new improvements, upgrades and replacements, strives to maintain and improve the efficient delivery and the high quality of water and sanitary sewer services to the community. It plays an integral role in maintaining the health, safety and well-being of the community.

The Water and Sewer Utilities are self-liquidating funds which must provide for their own revenues through fees, taxes and other charges to support the expenditures required to operate and maintain infrastructure into the future.

Water Utility Services – This Utility function provides for the delivery of safe drinking water to the citizens of Salmon Arm. The municipal water system consists of two main raw water sources, chlorine treatment systems for the water sources and an extensive water pumping, distribution and storage system. The City's water supply is by way of three (3) sources: East Canoe Creek at Metford Dam, Shuswap Lake at Canoe Beach and a minor water supply from Rumball Creek for irrigation at the Mt. Ida Cemetery. Treatment of the water sources (except Rumball Creek) is by primary disinfection with chlorine. The distribution system includes approximately 202.6 km of watermain varying in diameter from 100mm to 1000mm. The City waterworks system provides quality water through a gravity and pump system. The primary water sources are from Shuswap Lake – 80% and East Canoe Creek – 20%. The waterworks system is relatively complex and is comprised of eight (8) zones, eight hundred and nine (809) hydrants, seven (7) pumping stations, fourteen (14) reservoirs, and one (1) dam with a total storage capacity of 24,538 cubic metres and over 5,946 connections. The treatment process utilizes chlorination for the purposes of disinfection. The water supply consistently meets the Canadian Drinking Water Guidelines, BC Drinking Water Protection Act and the Safe Drinking Water Regulations.

Sewer Utility Services – The City provides effective collection and treatment of waste water to meet the guidelines set by the Ministry of Environment to protect the public and the environment. It operates both the treatment plant and seven (7) lift stations safely and at optimum efficiency. The sanitary sewer system has approximately 130 kilometers of mainline and 5,032 service connections.

The accounting policies used in these segments are consistent with those followed in preparation of the consolidated financial statements as disclosed in our Basis of Presentation Policy. For additional information, see the Consolidated Schedule of Segment Disclosure (Schedule 5).

10. Comparative Figures

Certain comparative figures have been reclassified to conform to current year's presentation.

**The City of Salmon Arm
Schedule 1 - Long Term Debt**

As at December 31

Bylaw #	Description	Maturity Date	Interest Rate	Balance Outstanding 2018	Balance Outstanding 2017
General Fund					
2841	Shaw Centre	2019	2.100	\$ 525,066	\$ 1,027,399
3184	Fire Hall and Little Mountain	2022	2.250	104,223	122,186
3334	City Hall and Law Courts	2034	5.950	6,979,623	7,260,603
3479	City Hall and Law Courts	2035	1.750	511,877	531,069
3569	Blackburn Park	2027	2.250	172,714	188,407
3758	Underpass 20/21 Street	2029	4.130	1,611,528	1,726,425
4048	New Cemetery	2040	2.750	938,656	966,708
4072	Blackburn Park Improvement	2035	2.750	445,080	464,020
4244	Drainage Improvements	2023	P - 1.0	835,000	-
				\$ 12,123,767	\$ 12,286,817
Water Fund					
2858	Water	2019	2.100	\$ 75,009	\$ 146,771
3458	Water	2025	1.750	257,612	284,494
3551	Water	2026	1.750	527,609	582,667
3576	Water	2028	2.650	5,371,325	5,801,501
3816	Water	2030	3.730	1,408,763	1,498,913
3793	Water	2041	3.250	41,558	42,650
				\$ 7,681,876	\$ 8,356,996
Sewer Fund					
3207	Sewer	2023	2.250	\$ 999,841	1,172,171
4051	Sewer	2035	2.750	1,602,289	1,670,472
				\$ 2,602,130	\$ 2,842,643
				\$ 22,407,773	\$ 23,486,456

The gross interest paid relating to the above noted debt was \$1,463,291 (2017 - \$1,594,915)

The City of Salmon Arm
Schedule 2 - Consolidated Schedule of Tangible Capital Assets

As at December 31	2018	2017
General Fund		
Land	\$ 39,439,590	\$ 39,403,309
Buildings	23,496,413	24,090,734
Machinery and Equipment	2,101,164	1,857,961
Vehicles	2,638,658	2,005,913
Information Technology Infrastructure	234,605	187,489
Parks Infrastructure	5,503,555	5,492,240
Utility Infrastructure	13,869,339	14,229,704
Transportation Infrastructure	68,135,157	67,517,057
	\$ 155,418,481	\$ 154,784,407
Water Fund		
Buildings	\$ 13,397,611	\$ 13,682,711
Machinery and Equipment	1,146,509	959,124
Information Technology Infrastructure	103,493	68,442
Utility Infrastructure	20,610,257	19,913,657
	\$ 35,257,870	\$ 34,623,934
Sewer Fund		
Buildings	\$ 13,672,948	\$ 13,110,363
Machinery and Equipment	97,360	96,193
Information Technology Infrastructure	46,264	47,249
Utility Infrastructure	13,364,298	13,286,706
	\$ 27,180,870	\$ 26,540,511
	\$ 217,857,221	\$ 215,948,852

The City of Salmon Arm
Schedule 2 - Consolidated Schedule of Tangible Capital Assets - Continued

For The Year Ended December 31	Land	Buildings	Machinery and Equipment	Vehicles	Information Technology Infrastructure				Parks Infrastructure	Utility Infrastructure	Transportation Infrastructure	2018 Total
					Information Technology Infrastructure	Information Technology Infrastructure	Information Technology Infrastructure	Information Technology Infrastructure				
Cost												
Balance, Beginning of Year	\$ 39,403,310	\$ 73,125,601	\$ 6,590,226	\$ 4,693,245	\$ 1,647,197	\$ 10,705,505	\$ 72,068,918	\$ 122,067,523	\$ 330,301,525			
Additions	361,000	1,223,405	845,856	976,692	157,005	305,812	1,656,648	4,292,549	9,818,967			
Disposals	(324,720)	(32,025)	(148,914)	(170,707)	(6,344)	-	-	-	(682,710)			
Balance, End of Year	\$ 39,439,590	\$ 74,316,981	\$ 7,287,168	\$ 5,499,230	\$ 1,797,858	\$ 11,011,317	\$ 73,725,566	\$ 126,360,072	\$ 339,437,782			
Accumulated Amortization												
Balance, Beginning of Year	-	22,241,794	3,676,948	2,687,333	1,344,017	5,213,265	24,638,851	54,550,465	114,352,673			
Amortization	-	1,538,959	408,938	309,859	75,822	294,497	1,242,821	3,674,450	7,545,346			
Disposals	-	(30,744)	(143,750)	(136,620)	(6,344)	-	-	-	(317,458)			
Balance, End of Year	-	23,750,009	3,942,136	2,860,572	1,413,495	5,507,762	25,881,672	58,224,915	121,580,561			
Net Book Value, End of Year	\$ 39,439,590	\$ 50,566,972	\$ 3,345,032	\$ 2,638,658	\$ 384,363	\$ 5,503,555	\$ 47,843,894	\$ 68,135,157	\$ 217,857,221			
For The Year Ended December 31												
Cost												
Balance, Beginning of Year	\$ 38,855,422	\$ 72,251,014	\$ 6,067,099	\$ 4,693,245	\$ 1,494,337	\$ 10,467,765	\$ 69,311,326	\$ 118,063,638	\$ 321,203,846			
Additions	547,888	874,587	548,250	-	152,860	237,740	2,757,592	4,003,885	9,122,802			
Disposals	-	-	(25,123)	-	-	-	-	-	(25,123)			
Balance, End of Year	\$ 39,403,310	\$ 73,125,601	\$ 6,590,226	\$ 4,693,245	\$ 1,647,197	\$ 10,705,505	\$ 72,068,918	\$ 122,067,523	\$ 330,301,525			
Accumulated Amortization												
Balance, Beginning of Year	-	20,730,966	3,293,163	2,416,699	1,277,037	4,927,970	23,435,698	51,063,998	107,145,531			
Amortization	-	1,510,828	408,908	270,634	66,980	285,295	1,203,153	3,486,467	7,232,265			
Disposals	-	-	(25,123)	-	-	-	-	-	(25,123)			
Balance, End of Year	-	22,241,794	3,676,948	2,687,333	1,344,017	5,213,265	24,638,851	54,550,465	114,352,673			
Net Book Value, End of Year	\$ 39,403,310	\$ 50,883,807	\$ 2,913,278	\$ 2,005,912	\$ 303,180	\$ 5,492,240	\$ 47,430,067	\$ 67,517,058	\$ 215,948,852			

There were no tangible capital assets amortized that were either under construction, being developed or retired from service.

Tangible capital assets that were contributed by developers for various infrastructure projects were \$1,802,678 (2017 - \$2,218,767).

Due to the age of some City-owned lands such as parklands and land beneath roads and sidewalks, a nominal value \$1.00 has been assigned. Interest capitalized in the year was Nil (2017 - Nil).

The City of Salmon Arm
Schedule 3 - Grants From Federal and Provincial Governments

For The Year Ended December 31	2018	2018	2017
	Actual	Budget	Actual
General Fund - Grants in Lieu of Taxes			
Federal Government	\$ 17,410	\$ 18,500	\$ 16,899
Province of British Columbia	25,891	25,000	24,793
Provincial Government Agencies	77,187	69,000	60,755
	\$ 120,488	\$ 112,500	\$ 102,447
General Fund - Current Operating Grants			
Province of British Columbia			
Arterial Street Lighting	\$ 2,285	\$ 3,350	\$ 3,265
Brownsfield Study	-	-	(12,183)
Municipal Regional District Tax	242,139	190,000	160,602
Safety Provincial Emergency Preparedness	241,288	-	-
Small Communities Protection	205,733	215,000	212,730
Traffic Fine Revenue Sharing	155,567	145,000	128,572
	\$ 847,012	\$ 553,350	\$ 492,986
General Fund - Capital Grants			
Federal Government and Province of British Columbia			
Community Works Fund	\$ 343,721	\$ 1,908,795	\$ 306,635
BC Air Access Program	153,245	225,000	-
	\$ 496,966	\$ 2,133,795	\$ 306,635
Sewer Fund - Capital Grants			
Federal Government and Province of British Columbia			
BC Clean Water and Waste Water Fund	\$ -	\$ -	\$ 1,375,500
Strategic Priorities & Innovations Fund	650,000	647,950	-
	\$ 650,000	\$ 647,950	\$ 1,375,500
Total Operating Grants	\$ 967,500	\$ 665,850	\$ 595,433
Total Capital Grants	1,146,966	2,781,745	1,682,135
Total Grants	\$ 2,114,466	\$ 3,447,595	\$ 2,277,568
Total Federal Grants	\$ 189,270	\$ 972,897	\$ 170,216
Total Provincial Grants	1,925,196	2,474,698	2,107,352
Total Grants	\$ 2,114,466	\$ 3,447,595	\$ 2,277,568

The City of Salmon Arm
Schedule 4 - Trust and Reserve Funds Statements
Balance Sheet

As at December 31	2018	2017
Assets		
Trust Funds		
Cash and Investments	\$ 360,872	\$ 345,669
Reserve Funds		
Restricted Cash and Investments	19,125,806	18,387,633
Other Receivables	-	40,000
	19,125,806	18,427,633
	\$ 19,486,678	\$ 18,773,302
Liabilities		
Trust Funds		
Fund Balances		
Perpetual Care	\$ 356,655	\$ 341,520
Klahani Park Playground Equipment	4,217	4,149
	360,872	345,669
Reserve Funds		
Development Cost Charge Reserve Funds - Note 4	9,287,209	8,772,084
Other Statutory Reserve Funds	9,838,597	9,655,549
	19,125,806	18,427,633
	\$ 19,486,678	\$ 18,773,302

The City of Salmon Arm
Schedule 4 - Trust and Reserve Funds Statements - Continued
Transactions

For The Year Ended December 31	2017	Interest	Contributions	Inter-Fund Transfers	Expenditures	2018
Trust Funds						
Perpetual care	\$ 341,520	\$ 5,621	\$ 9,514	\$ -	\$ -	\$ 356,655
Klahani Playground Equipment	4,149	68	-	-	-	4,217
Total Trust Funds	345,669	5,689	9,514	-	-	360,872
Reserve Funds						
Development Cost Charge - Sewer	2,657,873	47,174	392,170	-	(170,000)	2,927,217
Development Cost Charge - Water	2,793,733	49,409	394,051	-	(480,762)	2,756,431
Development Cost Charge - Drainage	1,501,195	26,122	163,069	-	(75,000)	1,615,386
Development Cost Charge - Parks	369,989	6,631	77,577	-	-	454,197
Development Cost Charge - Highways	1,365,614	24,299	209,009	-	(150,000)	1,448,922
Development Cost Charge - Underpass	83,680	1,376	-	-	-	85,056
Total Development Cost Charges	8,772,084	155,011	1,235,876	-	(875,762)	9,287,209
Equipment Replacement	2,729,561	49,782	-	535,000	(253,851)	3,060,492
General Capital	429,334	10,185	313,214	-	(420,000)	332,733
Fire Department Building and Equipment	229,244	4,000	-	25,000	-	258,244
Emergency Apparatus	1,239,139	22,074	-	257,800	(661,382)	857,631
Police Vehicle Replacement	291,449	5,115	-	35,000	(144,866)	186,698
Landfill Site Repurchase	218,681	3,599	-	-	-	222,280
Cemetery Development	152,951	2,517	-	-	-	155,468
Water Major Maintenance	759,631	12,501	-	100,000	-	872,132
Sewer Major Maintenance	2,389,080	39,317	-	197,750	-	2,626,147
Community Centre Major Maintenance	644,570	10,880	-	30,000	-	685,450
Cemetery Columbarium	70,799	1,165	-	-	-	71,964
Parks Development	501,110	8,248	-	-	-	509,358
Total Other Statutory Reserves	9,655,549	169,383	313,214	1,180,550	(1,480,099)	9,838,597
Total Reserve Funds	18,427,633	324,394	1,549,090	1,180,550	(2,355,861)	19,125,806
	\$ 18,773,302	\$ 330,083	\$ 1,558,604	\$ 1,180,550	\$ (2,355,861)	\$ 19,486,678

The City of Salmon Arm
Schedule 5 - Consolidated Schedule of Segment Disclosure

For The Year Ended December 31	General Government Services	Protective Services	Transportation Services	Environmental Development Services	Recreation and Cultural Services	Sewer Utility Services	Water Utility Services	Elimination Entries	2018 Total
Revenue									
Taxation	\$ 17,678,316	-	-	-	-	-	-	-	\$ 17,678,316
Transportation Parcel Tax	-	-	948,120	-	-	-	-	-	948,120
Frontage Tax	-	-	-	-	-	-	1,442,363	-	2,378,976
Grants	967,500	-	639,357	2,250	65,245	936,613	-	-	2,304,302
Sales of Service	86,030	182,553	1,443,592	966,272	974,292	2,103,639	2,632,990	(1,136,124)	7,253,244
Licenses, Permits, Fines, Franchise	1,492,695	1,003,092	33,266	84,276	165,664	21,000	10,950	(837,090)	1,973,853
Return on Investment	1,159,476	31,188	49,782	7,281	19,127	208,603	305,335	-	1,780,792
Other Contributions	113,103	-	1,424,429	-	-	465,723	872,653	-	2,875,908
Loss on Disposal of Capital Assets	(13,725)	(2,846)	(954)	-	-	-	-	-	(17,525)
Total Revenue	21,483,395	1,213,987	4,537,592	1,060,079	1,224,328	4,365,528	5,264,291	(1,973,214)	37,175,986
Expenses									
Wages and Benefits	2,067,259	1,432,663	1,649,387	681,625	1,733,451	726,022	917,907	-	9,208,314
Insurance	179,591	27,616	87,014	101	50,815	40,490	33,047	-	418,674
Community Grants	434,683	-	-	-	-	-	-	-	434,683
Professional and Legal Fees	48,413	27,124	-	9,986	-	-	-	-	85,523
Utilities and Property Taxes	81,231	62,834	310,365	8,648	101,017	291,854	384,933	(150,765)	1,090,117
Repairs and Maintenance	-	151,518	1,651,004	7,542	434,511	284,018	455,814	(89,365)	2,895,042
Contracts	150,688	2,881,065	885,709	1,361,739	851,596	16,982	11,701	-	6,159,480
Operating Expenses	610,455	325,191	465,314	271,084	678,161	586,937	523,839	(1,512,200)	1,948,781
Collectings for Other Governments	10,553	-	-	-	-	-	-	-	10,553
Amortization	907,775	170,421	4,414,806	-	318,492	752,511	981,341	-	7,545,346
Interest and Debt Issue Expenses	613,115	6,560	114,411	28,050	167,853	112,428	420,874	-	1,463,291
Total Expenses	5,103,763	5,084,992	9,578,010	2,368,775	4,335,896	2,811,242	3,729,456	(1,752,330)	31,259,804
Net Surplus (Deficit)	\$ 16,379,632	\$ (3,871,005)	\$ (5,040,418)	\$ (1,308,696)	\$ (3,111,568)	\$ 1,554,286	\$ 1,534,835	\$ (220,884)	\$ 5,916,182

**The City of Salmon Arm
Schedule 5 - Consolidated Schedule of Segment Disclosure**

For The Year Ended December 31	General Government Services	Protective Services	Transportation Services	Environmental Development Services	Recreation and Cultural Services	Sewer Utility Services	Water Utility Services	Elimination Entries	2017 Total (Note 10)
Revenue									
Taxation	\$ 16,878,465	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,878,465
Transportation Parcel Tax	-	-	932,520	-	-	-	-	-	932,520
Frontage Tax	-	-	-	-	-	918,053	1,421,539	-	2,339,592
Grants	595,433	-	407,509	2,250	60,600	1,395,550	-	-	2,461,342
Sales of Service	85,725	190,460	1,461,133	943,141	937,187	2,023,270	2,472,830	(1,068,944)	7,044,802
Licenses, Permits, Fines, Franchise	1,386,907	958,425	32,741	90,710	165,495	21,000	9,150	(754,160)	1,910,268
Return on Investment	877,471	16,289	28,230	4,375	10,863	155,888	245,135	-	1,338,251
Other Contributions	217,046	-	1,575,644	-	75,622	337,383	374,600	-	2,580,295
Gain on Disposal of Capital Assets	-	-	-	-	248,184	-	-	-	248,184
Total Revenue	20,041,047	1,165,174	4,437,777	1,040,476	1,497,951	4,851,144	4,523,254	- 1,823,103	35,733,720
Expenses									
Wages and Benefits	1,943,104	1,417,577	1,598,300	655,590	1,651,084	673,727	864,177	-	8,803,559
Insurance	124,234	23,230	79,528	114	52,757	43,087	34,579	-	357,529
Community Grants	262,295	-	-	-	-	-	-	-	262,295
Professional and Legal Fees	48,872	-	-	4,436	-	-	-	-	53,308
Utilities and Property Taxes	86,229	65,626	292,690	7,119	112,677	259,939	395,204	(127,227)	1,092,157
Repairs and Maintenance	-	134,068	1,482,190	6,061	432,817	247,046	443,753	(75,195)	2,670,740
Contracts	148,630	2,946,152	980,018	1,221,155	709,464	32,328	10,000	-	6,047,747
Operating Expenses	547,090	465,546	485,308	265,150	680,057	523,299	483,534	(1,583,549)	1,866,435
Collections for Other Governments	7,349	-	-	-	-	-	-	-	7,349
Amortization	858,332	147,623	4,259,755	-	312,422	721,476	932,658	-	7,232,266
Interest and Debt Issue Expenses	611,819	6,300	103,250	-	211,503	117,141	544,902	-	1,594,915
Total Expenses	4,637,954	5,206,022	9,281,039	2,159,625	4,162,781	2,618,043	3,708,807	(1,785,971)	29,988,300
Net Surplus (Deficit)	\$ 15,403,093	\$ (4,040,848)	\$ (4,843,262)	\$ (1,119,149)	\$ (2,664,830)	\$ 2,233,101	\$ 814,447	\$ (37,132)	\$ 5,745,420

Annual Budget

The 2019 budget is based on essentially the same service levels as 2018 and strives towards maintaining a strong financial foundation for the City. It contains a number of reserve transfer allocations to ensure that goals set out in the Long Term Financial Plan are attainable. The budget is a plan for the upcoming year, as well as a preplan for future years which reflects the goals, objectives and priorities of the community. It establishes service levels, programs and special project work and addresses how they will be funded. It is a financial tool that ensures funds are available for the programs and services required by the community; essentially, it is a planning and managing tool. The budget also serves as a check and balance to ensure funds are not overspent.

The operating budget projects revenue and expenditures for the current operating year while the capital budget identifies the capital projects approved by Council which will be undertaken. Indicative of life, there are always more projects than funds. Council does its best to prioritize the needs of the community, all the while balancing electorate expectations, community safety and economics.

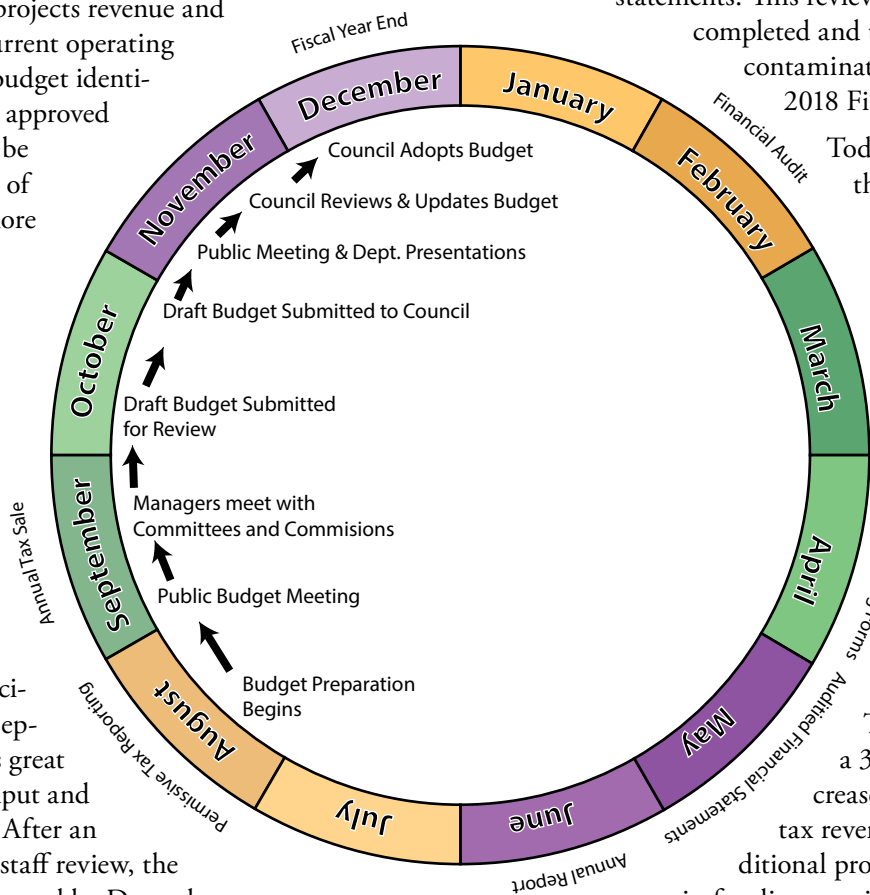
Prior to the development of the annual budget, public input is sought through a participative session held in September. Council places great value on the public's input and resulting consultation. After an extensive Council and staff review, the budget is generally approved by December of the preceding year.

Council strives to provide for a constant and predictable level of taxation. The budget focuses on the current year's operation and maintenance of water and sewer systems, transportation network, parks and recreation, fire and policing services, airport, cemetery, development and general administrative services. Council policies ultimately determine service levels.

Provincial downloading also has an impact on municipal budgets and has not only forced municipalities to take on existing services financially, but also to implement procedures and policies to address these services. Stringent Provincial Riparian Area Regulations and a province-wide business license scheme, both now administered at the municipal level, are but two (2) examples. Additionally, the introduction of new legislation governing tangible capital asset reporting for local governments and the development of specific tax and revenue policies and objectives puts an additional strain on the City's staffing and financial resources. In 2015, the City was required to account for and report liabilities associated with contaminated sites on City owned lands in its financial statements. This review and analysis has been completed and the City does not have any contaminated sites to disclose in its 2018 Financial Statements

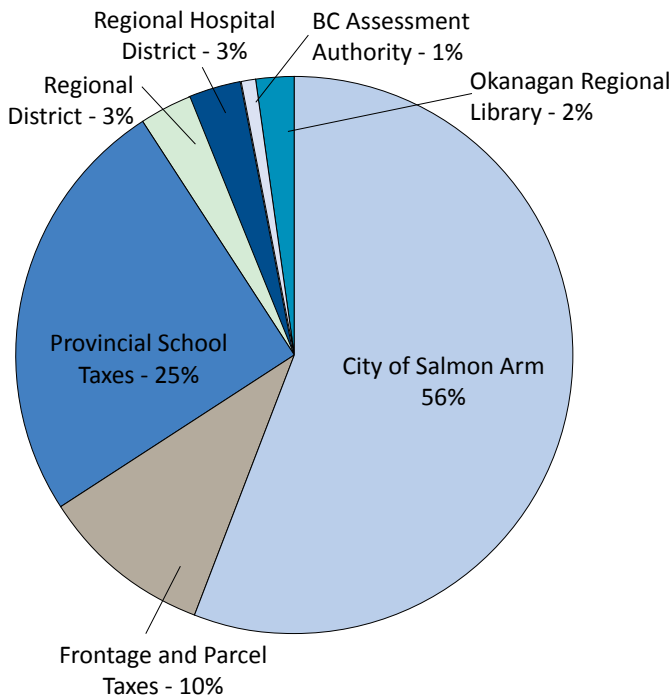
Today, all municipalities face the challenge of rising costs and limited revenues. Local governments must be innovative to stretch the amount of taxation dollars it collects from property owners; essentially, each municipality must explore new ways to do more with less. This equates to some very tough decisions during the budget process each year.

The 2019 budget includes a 3.30% property tax increase and new construction tax revenue of 2.01%. This additional property tax revenue assisted in funding cost increases such as policing costs, Employer Health Tax, short-term debenture repayments, wages and benefits, and ice and snow control etc. The budget includes the construction of the Ross Street Underpass, introduction of food waste to the solid waste and recycling program, procurement of hybrid vehicles and a solar feasibility assessment to reduce the City's carbon footprint, Canada Day celebration and development of both a commu-



nity housing strategy and strategic wildfire plan. Pursuant to associated master plans, the budget also includes the replacement of playground equipment at Klahani Park and the addition of accessibility matting at Canoe Beach.

In accordance with Council’s objective to maintain tax stability while maintaining equality between property classifications, the 2019 general municipal property tax rate and associated multiple for Class 5 (Light Industry) and Class 6 (Business) has been equalized. This resulted in a shift of gen-



This graph reflects that only 56% of the residential property tax bill is retained by the City to fund the annual budget

eral municipal property taxes from Class 5 (Light Industry) to Class 6 (Business).

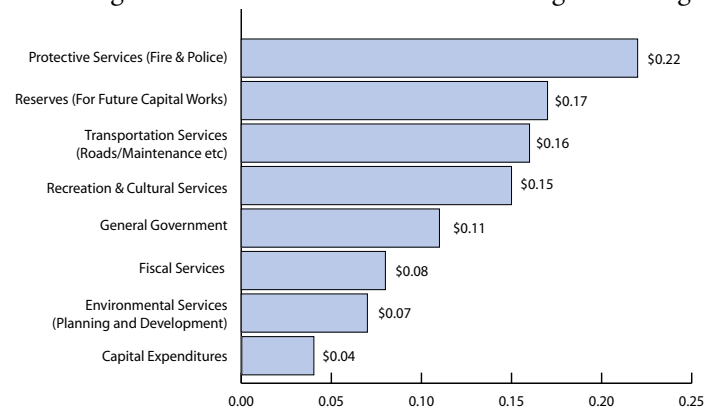
The use of long term debt and the accumulation of reserves to undertake certain projects is prudent and a combination of both funding mechanisms is a good strategy to maintain a healthy financial foundation. While long term debt should not be a means to finance all projects, projects with an expenditure threshold of one half million dollars or more should be financed through long term debt or a combination of debt and reserves. The reality is that there are some City projects that cannot be undertaken unless long term debt is accessed.

In 2019, the budget provides for two (2) debenture borrowings. The first being for the construction of the Ross Street Underpass (\$5,300,000). The funds will assist in the costs for engineering, civil construction, electrical, pump station, rail

and railway bridge structure and walls, landscaping, and BC Hydro, Telus and Fortis Gas works. The second debenture borrowing is for the construction of Taxiway Charlie at the Shuswap (Salmon Arm) Regional Airport (\$845,000). The City was fortunate to successfully obtain a grant for \$520,000 to assist with the construction of the new taxiway. This project will increase airport capacity by allowing the majority of landing aircraft in both directions to exit the runway, thereby reducing the total time an aircraft occupies the runway. This debenture will require elector approval which is envisioned to occur in the summer of 2019.

The City implemented a Solid Waste Collection and Recycling Services Program for residential properties on a user-pay basis in 2011 and this successful program is in year nine (9). In 2014, the City implemented a bi-annual curbside organic yard waste collection program. By partnering with Recycle BC with respect to packaged and printed paper, the City was able to secure a rebate which reduced the user fee for 2015 by \$22.70 and a further \$11.30 in 2016 resulting in an overall lower user fee of \$101.00 per annum for its Solid Waste Collection and Recycling Services for residential properties. In 2018, the City committed to the elimination of single-use plastic bags for recycling collection by 2020, resulting in an anticipated increase to the rebate. Finally in 2019, the City will introduce food waste collection into the Solid Waste Collection and Recycling Services Program.

Staffing is provided on an average demand basis. Demand must be sustained over time to justify additional staffing levels. For example, as development increases staffing levels remain the same to ride out the flurry of activity. It can be extremely difficult to find available temporary or part-time staff skilled in a specific area such as building inspection or development services. Additional workloads are absorbed by technological advancement and the streamlining of existing



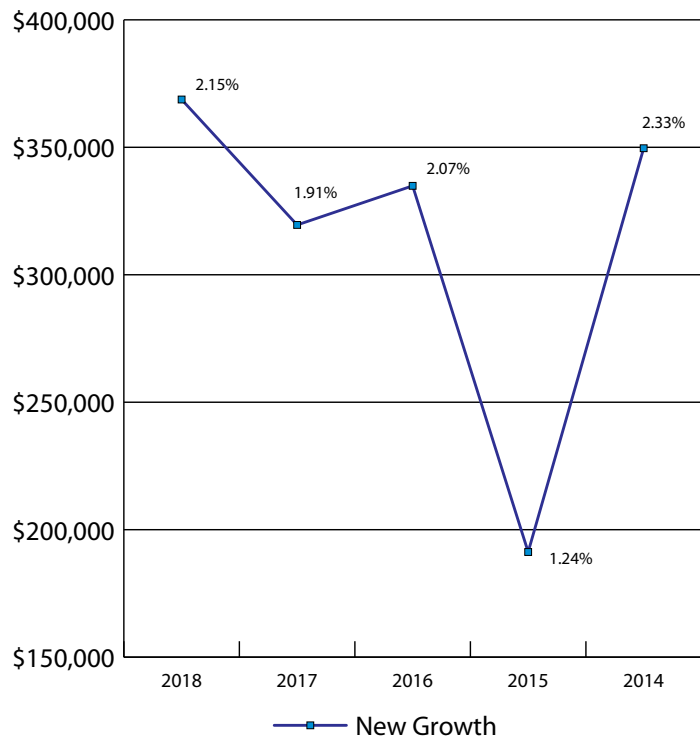
This graph reflects the portion of each municipal tax dollar that funds each function with the City's annual budget. For example \$0.16 of each tax dollar levied funds transportation services

processes. An ongoing review of current processes is required to accomplish high quality service levels with the same level of funding.

The City allocates annually funds for various large scale projects such as the Shoemaker/Auto Road extension, the construction of the West Bay Connector Trail, a Downtown Parkade as well as emergency operational activities, such as snow removal. The City establishes reserves to undertake works once the funds required have been accumulated. In 2019, the City continued to allocate a predetermined amount to reserves.

The Federal Government’s Community Works Fund continued in 2019 and as a result the City’s budget included a grant of \$4,775,250 towards capital projects.

Many City staff members participate in the budget development process each year. The onus is on senior staff to ensure the required financial and operational resources are utilized by each department for the intended purpose and that annual budget targets are met each year.



This graph reflects the new tax revenue that is generated each year as a result of new growth or construction in Salmon Arm. In 2018 the community derived new tax revenue of 2.15% or \$368,743.00



2018-2022 Financial Plan

Schedule "A" - Bylaw #4312

City of Salmon Arm 2018 - 2022 Financial Plan

	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Consolidated Revenues					
Property and MRDT Taxes - Net	\$ 18,028,860	\$ 18,932,740	\$ 19,311,395	\$ 19,697,623	\$ 20,091,575
Frontage & Parcel Taxes	3,313,300	3,367,800	3,435,156	3,503,859	3,573,936
Sales of Service	8,494,203	8,100,130	8,262,133	8,427,376	8,595,924
Revenue From Own Sources	2,755,750	3,333,050	3,399,711	3,467,705	3,537,059
Rentals	778,350	779,545	795,136	811,039	827,260
Provincial Government Transfers	606,850	373,100	380,562	388,173	395,936
Other Government Transfers	215,940	226,333	230,860	235,477	240,187
Transfer From Prior Year Surplus	685,780	579,400	590,988	602,808	614,864
Transfer From Reserve Accounts	1,660,377	900,095	918,097	936,459	955,188
Total Consolidated Revenues	36,539,410	36,592,193	37,324,038	38,070,519	38,831,929
Consolidated Expenditures					
General Government Services	3,664,330	3,547,935	3,618,894	3,691,272	3,765,097
Protective Services	5,024,625	6,190,645	6,314,458	6,440,747	6,569,562
Transportation Services	5,229,145	5,431,330	5,539,957	5,650,756	5,763,771
Environmental Health Services	72,777	69,872	71,269	72,694	74,148
Environmental Development Services	2,509,255	3,153,645	3,216,718	3,281,052	3,346,673
Recreation and Cultural Services	4,050,310	4,469,185	4,558,569	4,649,740	4,742,735
Fiscal Services - Interest	1,464,738	1,346,843	1,373,780	1,401,256	1,429,281
Fiscal Services - Principal	1,149,705	1,316,705	1,343,039	1,369,900	1,397,298
Capital Expenditures	2,790,625	2,501,400	3,021,834	2,943,280	2,332,092
Transfer to Reserve Accounts	4,817,755	2,909,878	2,497,670	2,686,615	3,410,402
Transfer to Reserve Funds	1,279,230	1,111,855	1,134,092	1,156,774	1,179,909
Water Services	2,417,915	2,443,500	2,492,370	2,542,217	2,593,061
Sewer Services	2,069,000	2,099,400	2,141,388	2,184,216	2,227,900
Total Consolidated Expenditures	\$ 36,539,410	\$ 36,592,193	\$ 37,324,038	\$ 38,070,519	\$ 38,831,929

Schedule "A" - Bylaw #4312

**City of Salmon Arm
2018 - 2022 Financial Plan**

	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Capital Projects					
Finances Acquired					
General Operating Fund	\$ 1,903,835	\$ 1,646,400	\$ 1,896,834	\$ 1,953,280	\$ 1,305,092
Water Operating Fund	541,510	547,500	450,000	490,000	500,000
Sewer Operating Fund	345,280	307,500	675,000	500,000	527,000
Federal Government Grants	1,276,475	2,901,500	-	-	-
Provincial Government Grants	1,501,475	2,996,500	-	-	-
Prior Year Surplus	315,000	56,000	-	510,000	-
Reserve Accounts	3,448,540	5,412,895	530,000	690,000	15,000
Reserve Funds	2,828,500	2,655,000	323,500	2,808,750	710,000
Development Cost Charges	945,000	334,000	2,125,000	2,307,500	3,335,000
Short Term Debt	835,000	55,000	-	-	-
Long Term Debt	-	5,820,000	-	-	-
Developer Contributions	241,122	1,177,000	40,000	40,000	44,000
Total Funding Sources	14,181,737	23,909,295	6,040,334	9,299,530	6,436,092
Finances Applied					
Transportation Infrastructure	6,347,142	17,420,195	3,979,500	4,222,000	3,622,000
Buildings	979,360	698,470	117,000	197,000	144,000
Land	-	720,000	-	-	-
IT Infrastructure	1,341,915	482,000	125,000	721,500	55,000
Machinery and Equipment	2,145,300	1,744,400	383,834	1,192,780	513,092
Vehicles	421,500	300,000	90,000	35,000	-
Parks Infrastructure	753,530	774,630	260,000	966,250	260,000
Utility Infrastructure	2,192,990	1,769,600	1,085,000	1,965,000	1,842,000
Total Capital Expenses	14,181,737	23,909,295	6,040,334	9,299,530	6,436,092
Departmental Summary					
General Government Services	870,105	875,970	108,500	193,500	122,500
Protective Services	1,241,340	509,000	145,000	805,000	140,000
Transportation Services	7,907,892	19,318,195	4,276,000	4,523,500	3,918,500
Environmental Health Services	72,660	73,660	12,500	2,500	2,500
Environmental Development Services	45,000	-	-	-	-
Recreation and Cultural Services	919,470	923,870	333,334	1,235,030	335,592
Water Services	1,426,990	1,003,100	490,000	2,040,000	1,390,000
Sewer Services	1,698,280	1,205,500	675,000	500,000	527,000
Total by Department	\$ 14,181,737	\$ 23,909,295	\$ 6,040,334	\$ 9,299,530	\$ 6,436,092

Average Residential Taxes

The City of Salmon Arm acts as a collection agency for other taxing authorities and as a result your property tax notice reflects taxes collected for municipal purposes as well as taxes collected for these other authorities.

Allocation of 2019 Property Taxes Based on \$398,760 Average Residential Assessment					
Municipal Taxes	2019 Net Cost	%	2019 Tax	2018 Tax	\$ Change
General Government Services	\$ 2,122,734	11.59%	\$ 181.99	\$ 176.18	\$ 5.81
Protective Services (Fire and Police)	3,984,412	21.74%	341.37	330.47	10.90
Transportation Services (Roads/Maintenance etc)	2,881,413	15.72%	246.84	238.96	7.88
Environmental Services (Planning and Development)	1,240,823	6.77%	106.31	102.91	3.40
Recreation and Cultural Services	2,762,018	15.07%	236.64	229.08	7.56
Fiscal Services	1,492,604	8.15%	127.97	123.89	4.08
Capital Expenditures	743,250	4.06%	63.75	61.72	2.03
Reserves (For Future Capital Works)	3,097,376	16.90%	265.37	256.89	8.48
Total General Municipal	\$ 18,324,630	100.00%	\$ 1,570.24	\$ 1,520.08	50.16
Water Frontage (based on 60 taxable feet)			124.80	124.80	-
Sewer Frontage (based on 60 taxable feet)			118.80	118.80	-
Transportation Parcel Tax (flat rate per parcel)			150.00	120.00	30.00
Total City of Salmon Arm Taxes			\$ 1,963.84	\$ 1,883.68	\$ 80.16
Collections For Other Agencies					
School (Province of BC)			\$ 775.83	\$ 764.33	\$ 11.50
Columbia Shuswap Regional District			88.29	87.23	1.06
Columbia Shuswap Regional District - SIR Levy			4.66	4.74	(0.08)
Regional Hospital District			114.44	93.74	20.70
Okanagan Regional Library			69.66	66.81	2.85
B.C. Assessment Authority			15.51	15.18	0.33
Municipal Finance Authority			0.08	0.08	-
Total Other Agencies			\$ 1,068.47	\$ 1,032.11	\$ 36.36
Gross Property Taxes			\$ 3,032.31	\$ 2,915.79	\$ 116.52
Less: Home Owner Grant (\$1,045.00 if Over 65)			(770.00)	(770.00)	-
Net Property Taxes			\$ 2,262.31	\$ 2,145.79	\$ 116.52
Solid Waste Collection and Recycling			101.00	101.00	-
Net Amount Due			\$ 2,363.31	\$ 2,246.79	\$ 116.52

Tax Exemptions

Tax Exemptions Provided By Council For the Year Ended December 31, 2018

	Municipal Taxes	Other Taxes	Total Taxes
1. Properties Used for Public Worship*			
Pentecostal Assemblies of Canada	\$ 2,696	\$ 2,768	\$ 5,464
Trustees of the Congregation of the Little Mountain Bible Chapel	2,207	2,149	4,356
Shuswap Community Church	7,777	7,985	15,762
Broadview Evangelical Free Church	39,488	23,088	62,576
St. Andrews Presbyterian Church (Trustees)	2,535	2,491	5,026
Salmon Arm Mennonite Church Society	2,158	1,657	3,815
British Columbia Corporation of the Seventh Day Adventist Church	2,620	2,572	5,192
Trustees of the Congregation of the Canoe United Church	756	657	1,413
The Church of Jesus Christ of Latter-day Saints	4,125	4,240	8,365
Cornerstone Christian Reformed Church	4,011	4,144	8,155
Deo Lutheran Church of Salmon Arm	4,686	2,849	7,535
Trustees of the Mount Ida Congregation of Jehovah Witnesses	3,709	3,689	7,398
Synod Diocese of Kootenay	2,160	2,100	4,260
Roman Catholic Bishop of Kamloops	5,205	5,345	10,550
First United Church Trustees	3,262	3,231	6,493
Trustees of the Congregation of Crossroads Free Methodist	1,460	1,379	2,839
Lakeside Community Church	1,198	1,231	2,429
Governing Council Salvation Army in Canada	1,699	1,633	3,332
Living Waters Community Church	1,626	1,560	3,186
	93,378	74,768	168,146
2. Properties Used for Charitable Purposes			
British Columbia Society of the Prevention of Cruelty to Animals	4,133	2,270	6,403
Salmon Arm Museum and Heritage Association	12,586	7,044	19,630
Scout Properties (BC/Yukon) Ltd.	1,292	1,210	2,502
Salmon Arm Rescue Unit	4,253	2,322	6,575
Good Samaritan Canada (Lutheran Social Service Organization) Inc.	64,633	42,247	106,880
Shuswap Recreation Society	3,058	1,657	4,715
Salmon Arm Folk Music Society	4,909	2,772	7,681
Gleneden Community Association	3,333	1,797	5,130
Salmon Arm Elks Recreation Society	10,089	6,229	16,318
Elks Recreation Children's Camp Society of BC	17,192	13,692	30,884
Shuswap Association for Rowing & Paddling	6,580	3,640	10,220
Nature Trust of BC	1,879	1,452	3,331
Shuswap Association for Community Living	4,069	2,518	6,587
Shuswap Independent Living Association	16,402	10,550	26,952
Shuswap Day Care Society	1,708	1,046	2,754
Canadian Mental Health Association	21,732	10,708	32,440
Shuswap Housing Society	8,717	5,659	14,376
Salmon Arm & Shuswap Lake Agricultural Association	76,830	42,901	119,731
Shuswap Area Family Emergency Society	3,831	2,438	6,269
Governing Council of the Salvation Army in Canada	7,860	4,346	12,206
Shuswap Family Resource and Referral Society	8,721	3,960	12,681
Shuswap District Art Council	8,539	3,935	12,474
Salmar Community Association	44,451	20,609	65,060

**Tax Exemptions Provided By Council
For the Year Ended December 31, 2018**

	Municipal Taxes	Other Taxes	Total Taxes
Salmon Arm Masonic Holdings Society	988	1,019	2,007
Churches of Salmon Arm Used Goods Society	14,275	7,904	22,179
Royal Canadian Legion - Branch 62	11,960	5,520	17,480
Shuswap Theatre Society	4,587	2,090	6,677
	<u>368,607</u>	<u>211,535</u>	<u>580,142</u>
3. Properties Used for Senior Recreation Purposes			
Canoe Branch 92 of the Senior Citizens Association of British Columbia	3,154	1,699	4,853
Seniors' Fifth Avenue Activity Centre (Branch 109)	10,345	5,697	16,042
Shuswap Lake Senior Citizens' Society (Drop In Centre)	5,919	2,714	8,633
	<u>19,418</u>	<u>10,110</u>	<u>29,528</u>
4. Properties Used for Recreation and Other Purposes			
City of Salmon Arm Leased Land (621/641 Ross Street NE)	4,301	2,041	6,342
Salmon Arm Golf Club Holdings Ltd.	12,088	10,203	22,291
Salmon Arm Fish & Game Club	2,986	2,567	5,553
Salmon Arm Tennis Club	2,005	1,475	3,480
Shuswap Recreation Society	239,131	136,030	375,161
Salmon Arm Lawn Bowling Society	1,735	974	2,709
Salmon Arm Curling Club	17,644	9,824	27,468
Salmon Arm Horseshoe Club	1,413	795	2,208
	<u>281,303</u>	<u>163,909</u>	<u>445,212</u>
Total Taxes Exempted by Council in 2018	<u>\$ 762,706</u>	<u>\$ 460,322</u>	<u>\$ 1,223,028</u>

* A portion is statutorily exempt.

Community Grants

The City of Salmon Arm supports voluntary non-profit organizations each year by allocating, through the Annual Budget process, a contribution to the Shuswap Community Foundation for distribution of cash grants within the community.

Summarized below is a listing of all grants awarded, both direct and indirect, through the City of Salmon Arm and the Shuswap Community Foundation.

Distributed Through the Shuswap Community Foundation

Aspiral Youth Partners Association	- Youth Programs	\$ 2,000
Canadian Red Cross Society - Shuswap Branch	- Rental Costs (HELP Depot)	5,000
Kamloops Symphony Society	- 2017/2018 Concert Series in Salmon Arm	3,000
Literacy Alliance of the Shuswap Society	- Unplug and Play Family Literacy Week	1,500
Salmon Arm & District Pipe Band Society	- Purchase of Five (5) Prince Charlie Jackets	2,000
Salmon Arm & Shuswap Agricultural Association	- Utilities	1,733
Salmon Arm Bay Nature Enhancement Society	- Hire Summer Student (Brighthouse Nature Centre)	4,000
Salmon Arm Children's Festival Society	- Children's Festival	3,000
Salmon Arm Downtown Improvement Association	- Multicultural Day	1,000
Salmon Arm Museum and Heritage Association	- Montebello Project - Telephone Exchange	5,500
Salmon Arm Pottery Club	- Upgrade of Overhead Lighting	1,500
Salmon Arm Secondary Dry Grad Committee	- Alcohol Free Event for Grads	1,500
Salmon Arm Sockeye Club	- Operating Costs	2,000
Shuswap Association for Community Living	- Utilities	1,142
Shuswap Association of Writers	- Word on the Lake	2,500
Shuswap Community Garden	- Supplies	250
Shuswap Community Foundation	- Endowment Fund	2,500
Shuswap District Arts Council	- WOW - Gazebo Rental	1,000
Shuswap Family Resource & Referral Society	- Volunteer Dinner	1,500
Shuswap Hospice Society	- Marine Peace Park - Sand Castle	2,500
Shuswap Theatre Society	- Upgrade of Theatre Seats	5,000
Voice of the Shuswap Broadcasting Society	- Antenna Space Rental	4,500
		54,625

Distributed Through the City of Salmon Arm

Adams River Salmon Society	- Shuswap Salmon Symposium	1,000
BC SPCA - Shuswap Branch	- Operating	12,000
Christina El Gazzar	- Playground Communication Board	500
Downtown Improvement Association	- Community Clean-Up	212
Economic Development Society	- Innovation Centre	25,000
	- Makers Space	25,000
First United Church Refugee Sponsorship Group	- Transit Passes - Syrian Refugees	1,580
Fletcher Park Seniors' Resource Centre	- Operating	20,225
Lindsay and Von Gulfan	- New Years Baby	100
Nancy Whitticase	- Community Yoga Event	126
Richard Currie	- Transit Passes - Syrian Refugees	1,200
S.A.F.E. Society	- Victims Assistance Program	27,000
Salmon Arm Bay Nature Enhancement Society	- Nightshade Weed Pull	2,000
Salmon Arm Citizens on Patrol Society	- Operating	5,000
Salmon Arm Curling Club	- Provincial Junior Championships	750
Salmon Arm Folk Music Society	- Operating	50,000
Salmon Arm Lawn Bowling	- Greens Maintenance	11,097
Salmon Arm Museum and Heritage Association	- Building Insurance	4,268
	- Grounds Maintenance	4,083
	- Montebello Project	25,000
	- Operating	110,495

Distributed Through the City of Salmon Arm - Continued

Salmon Arm Rotary Club	- RCMP Musical Ride	\$ 300
Salmon Arm Senior Citizens' Association - Branch 109	- Landscaping Maintenance	3,500
Salmon Arm Secondary School	- Scholarship	1,000
Salmon Arm Tennis Club	- Sand and Gravel	22,273
	- Indoor Tennis Facility	125,000
Salmon Arm & Shuswap Agricultural Association	- Grandstand Ring	392
School District No. 83	- Jackson Campus Grounds Maintenance	11,318
	- Jackson Campus Fieldhouse Maintenance	7,734
	- Safeway Fields Maintenance	4,242
Shuswap Community Foundation	- Endowment Fund	5,000
	- Operating	2,875
Shuswap District Art Council/Shuswap Art Gallery Assoc.	- Operating	36,050
	- Building Maintenance	5,272
Shuswap Hut and Trail Alliance	- Operating	41,200
	- Secwepemec Landmark	1,500
Shuswap Lake Senior Citizens' Society (Drop In Centre)	- Building Maintenance	5,293
		<u>599,585</u>
Total Contributions		654,210
Indirect Contributions		<u>(81,860)</u>
Direct Contributions		<u>\$ 572,350</u>

Funds Provided to Other Agencies

The City of Salmon Arm contracts with some outside agencies to provide services to the community.

			2018	2019 (Budget)
Funds Provided to Other Agencies				
Chamber of Commerce	- Visitor Centre		\$ 134,450	\$ 137,140
Downtown Salmon Arm	- Operating		179,045	179,267
Economic Development Society	- Operating		245,111	252,000
Economic Development Society	- MRDT Program		239,479	200,000
Okanagan Regional Library	- Operating		712,793	757,820
Regional District (See Below)	- Operating		991,124	1,017,937
Shuswap Watershed Council	- Operating		40,000	40,000
Shuswap Recreation Society - Little Mtn. Fieldhouse	- Operating		21,460	25,240
Shuswap Recreation Society - Shaw Centre	- Operating		617,375	638,545
Shuswap Recreation Society - Shaw Centre	- Capital		85,477	102,300
Shuswap Recreation Society - Recreation Centre	- Operating		552,995	647,145
Shuswap Recreation Society - Recreation Centre	- Capital		12,860	35,700
			\$ 3,832,169	\$ 4,033,094
Regional District - (Detail)				
General Government			178,723	175,686
911 Emergency Telephone Service			45,018	45,514
Feasibility Reserve			2,765	2,740
Solid Waste - Recycling			262,389	259,945
Shuswap Search & Rescue			42,135	42,193
Shuswap Emergency Preparedness			110,310	126,895
Milfoil Control			113,815	116,211
Weed Control			4,003	4,148
Tourism Shuswap			94,325	107,396
Film Commission			10,693	10,195
Sterile Insect Control - Levy			54,681	54,860
Rail Trail Corridor			66,077	66,177
Sterile Insect Control - Parcel Tax			8,364	6,015
Adjustments			(2,174)	(38)
			\$ 991,124	\$ 1,017,937

Statement of Financial Information

Statement of Employee Remuneration and Expenses

For the Year Ended December 31, 2018

A statement showing the gross remuneration, bonuses and gratuities paid to each employee over \$75,000 during the Year 2018.

Name	Position	Remuneration	Expenses	Total
Adams, Kenneth	Mechanic	\$ 76,149	\$ -	\$ 76,149
Arvay, Mervin	Utility Person III	75,375	671	76,046
Bannister, Carl	Chief Administrative Officer	164,964	2,604	167,568
	Prior Years Vacation Pay	21,371	-	21,371
Chernoff, Jason	Supervisor of Parks and Recreation	87,335	-	87,335
Dalziel, Monica	Chief Financial Officer	153,377	2,465	155,842
Frese, Hart	Chief Operator of Waste Water Treatment Plant	88,566	680	89,246
Gerow, Darin	Manager of Roads & Parks	89,107	1,611	90,718
Hein, Robert	Manager of Roads & Parks	75,429	-	75,429
Jackson, Erin	Corporate Officer	109,383	4,745	114,128
Kipp, Larry	Supervisor of Utilities	87,837	216	88,053
Miller, Marcus	Operator III of Water Treatment Plant	80,463	2,005	82,468
Moore, Christopher	Engineering Assistant II	77,261	-	77,261
Niewenhuizen, Robert	Director of Engineering & Public Works	121,035	-	121,035
Patterson, Gregg	GIS Coordinator	76,591	4,332	80,923
Pearson, Kevin	Director of Development Services	120,985	1,904	122,889
Rasmuson, John	Manager of Utilities	98,011	-	98,011
Reidford, Joseph	Operator III of Water Treatment Plant	76,342	1,518	77,860
Roy, Maurice	Manager of Permits & Licensing	97,425	1,650	99,075
Shirley, Brad	Fire Chief	111,883	3,317	115,200
	Prior Years Vacation Pay	3,825	-	3,825
Stalker, Doug	Operator III of Waste Water Treatment Plant	76,985	675	77,660
Tulak, Tracy	Manager of Financial Services	100,185	2,908	103,093
Turlock, Jon	Planning and Development Officer	76,905	-	76,905
Van De Cappelle, Chelsea	Chief Financial Officer	78,883	1,904	80,787
Webb, Rick	Chief Operator of Water Treatment Plant	92,251	928	93,179
Wilson, Jennifer	City Engineer	104,796	428	105,224
Wood, Susan	Manager of Human Resources	86,452	8,326	94,778
Employee Wages Over \$75,000		2,509,171	42,887	2,552,058
Employee Wages Under \$75,000		4,800,704	42,146	4,842,850
Volunteer Fire Department Wages		300,176	-	300,176
Total		\$ 7,610,051	\$ 85,033	\$ 7,695,084

Statement of Council Indemnities & Expenses

For the Year Ended December 31, 2018

A statement showing remuneration and expenses paid to each Elected Official during the Year 2018.

Name	Position	Remuneration	Expenses	Life & Health Benefit	Total
Harrison, Alan	Mayor/Councillor	\$ 28,517	\$ 8,617	\$ 2,677	\$ 39,811
Cooper, Nancy	Mayor	47,278	12,785	2,475	62,538
Cannon, Debbie	Councillor	3,812	-	-	3,812
Eliason, Chad	Councillor	22,979	6,100	1,190	30,269
Flynn, Kevin	Councillor	23,032	9,977	2,677	35,686
Jamieson, Ken	Councillor	19,219	4,728	2,452	26,399
Lavery, Timothy	Councillor	23,084	5,387	2,677	31,148
Lindgren, Sylvia	Councillor	3,812	-	-	3,812
Wallace-Richmond, Louise	Councillor	22,873	4,925	2,677	30,475
Total		\$ 194,606	\$ 52,519	\$ 16,825	\$ 263,950

Reconciliation of Remuneration

For the Year Ended December 31, 2018

A reconciliation of the difference between wages and benefits listed on the Consolidated Financial Statements and the total remuneration and expenses listed.

Description	Amount
Employee Remuneration and Expenses	\$ 7,695,084
Council Indemnity and Expenses	263,950
Revenue Canada Agency (Employers CPP and EI)	387,424
Pension	671,600
Workers' Compensation	117,914
Other (including accrual versus cash basis)	72,342
Wages and Benefits Per Financial Statements	\$ 9,208,314

Statement of Payments Made for the Provision of Goods and Services

For the Year Ended December 31, 2018

A statement of supplier accounts paid \$25,000 or more during the Year 2018.

Name	Amount
1100760 BC Ltd.	\$ 131,316
647354 BC Ltd. Dba Aardvark Pavement Marking	42,718
A & D Asphalt Solutions	152,333
Acutech Consulting	32,503
All Phase Electric Ltd.	211,382
Andrew Sheret Limited	48,434
Atticus Financial Group	52,420
Avenue Machinery Corp.	124,239
Aviation Ground Fueling Technologies (2014) Ltd.	144,300
Back To Black Sealcoating And Crack Sealing	51,854
Bartlett Tree Experts	207,375
BC Hydro & Power Authority	1,157,993
BC Transit	619,188
Black Press Group Ltd.	46,465
Blackburn Excavating Ltd.	319,957
Brandt Tractor Ltd.	29,601
Brenntag Canada Inc.	59,392
Bridgeman Holdings Inc.	110,283
Brooke Downes Vennard In Trust	380,000
Brooke Downes Vennard LLP.	34,968
Campbell River Toyota	78,104
Canadian Pacific Railway Company	145,123
Carver Construction Ltd.	318,103
Chance's Bulk Unloading Ltd.	189,553
Clear Tech Industries Inc.	51,894
Columbia Shuswap Regional District	222,486
Corix Control Solutions LP.	86,278
Cummins Canada ULC.	26,889
D Webb Contracting Ltd.	1,072,726
Dawson Construction Limited	84,058
Double Eagle Sales (Hall's Painting)	32,376
East West Transportation (2000) Corp.	139,809
Electric Motor and Pump Service Ltd.	90,315
EMCO Limited	94,656
ESRI Canada	33,600
Fletcher Paine Associates Ltd.	32,732
Fortis BC - Natural Gas	72,516
Fraser Basin Council	40,000
Fred Surridge Ltd.	81,890
Fulton & Company LLP.	38,084
Gemm Diesel Ltd.	43,880
General Assembly Excavating (1994) Ltd.	156,116
Gratton Ventures	35,897
Great West Equipment	28,940

Statement of Payments Made for the Provision of Goods and Services - Continued

For the Year Ended December 31, 2018

Name	Amount
Green Creek Timber Construction Ltd.	\$ 32,314
Grizzly Curb & Concrete Ltd.	31,919
Group Health Global - Trust	594,092
Hack Sales & Service Canada LP.	34,315
Hiebert, Betty	27,016
Home Hardware Stores Limited	32,459
Houle Electric Limited	165,157
Hub Fire Engines & Equipment Ltd.	482,778
Ian McDiarmid Construction Ltd.	34,418
Inskip Electric Ltd.	55,410
ISL Engineering and Land Services Ltd.	93,473
K-9 Control Services	55,040
Kimco Controls Ltd.	61,741
Landmark Solutions Ltd.	486,785
Latina Landscapes & Maintenance Ltd.	50,935
Lawson Engineering and Development Services Ltd.	179,310
LB Chapman Construction Ltd.	236,207
Leko Precast Shuswap Div. Ltd.	25,310
Lordco Parts Ltd.	37,664
Lynx Brand Fence Products Ltd.	25,407
MADA Contracting	93,433
Magnum Wear Parts Ltd.	35,790
Mearl's Machine Works Ltd.	29,345
Minister of Finance	45,934
Mounce Construction Ltd.	307,298
Municipal Insurance Association of BC	275,000
Municipal Pension Plan - Employers Portion	640,771
Okanagan Aggregates Ltd.	589,714
Okanagan Traffic Control Inc.	28,137
Petrovalue Products Canada Inc.	301,445
Prairie Coast Equipment	34,256
Protocol Technologies Inc.	82,833
R.F. Binnie & Associates Ltd.	27,086
Receiver General for Canada - Employers CPP and EI	387,424
Receiver General for Canada	3,041,933
Rite-Way Fencing Inc.	29,193
Rocky Mountain Phoenix	163,653
Salmon Arm Chamber of Commerce	134,500
Salmon Arm Chevrolet Buick GMC Ltd.	112,616
Salmon Arm Downtown Improvement Association	195,579
Salmon Arm Economic Development Society	476,321
Salmon Arm Janitorial Ltd.	79,966
Salmon Arm Ready Mix Ltd.	59,915
Salmon Arm Security Inc.	38,763
Salmon Arm Tree Toppers Ltd.	27,084
SASCU Insurance Services Ltd.	97,833

Statement of Payments Made for the Provision of Goods and Services - Continued

For the Year Ended December 31, 2018

Name	Amount
Shuswap Hut and Trail Alliance	\$ 108,226
Shuswap Recreation Society	246,414
Shuswap Testing - A Div of CCMET Inc.	26,744
Suncor Energy Products Partnership	289,914
Telus Communications and Services Ltd.	88,372
Thompson Valley Roofing	45,255
Trojan Technologies	397,313
Vadim Computer Management Group	36,362
W H Laird Holdings Ltd.	87,432
Waste Connections of Canada Inc.	659,546
Waterhouse Environmental Services Corporation	123,147
Wolseley Canada Inc.	61,358
Working Enterprises Consulting & Benefits	125,659
Worksafe BC	125,142
WSP Canada Group Limited	78,226
Zappone Bros Contracting Ltd.	49,410
	<hr/>
Supplier Accounts Over \$25,000	19,778,838
Supplier Accounts Under \$25,000	2,165,234
	<hr/>
Total	<u>\$ 21,944,072</u>

Reconciliation of Payments Made for the Provision of Remuneration, Expenses, Goods and Services

For the Year Ended December 31, 2018

A reconciliation showing the gross remuneration and expenses paid to employees and suppliers during the Year 2018, compared to total expenses on the Consolidated Financial Statements.

Description	Amount
Employee Remuneration and Expenses	\$ 7,695,084
Council Indemnity and Expenses	263,950
Payments Made for the Provision of Goods and Services	21,944,072
Direct Grants or Contributions	572,350
	<hr/>
Total Disbursements	30,475,456
Total Expenses Per Financial Statements	31,259,804
	<hr/>
Difference	(784,348.00)
Amortization, Not a Cash Expense	7,545,346.00
Capital Purchases, Not Included in Expenses on Financial Statements	(8,016,289.00)
Interest on Long-Term Debt, Not Included in Payments to Suppliers	1,463,291.00
	<hr/>
Variance (0.67%)	<u>\$ 208,000</u>

The variance occurs for the following reasons:

- The financial statements are prepared on an accrual basis and this report is on a cash basis
- GST is included in the payments made to suppliers, but is net of rebate in the financial statement total

Statement of Guarantee and Indemnity Agreements

The City of Salmon Arm has one (1) guarantee and indemnity agreement, outlined below.

The City of Salmon Arm has entered into an agreement to act as a loan guarantor for \$750,000 to assist the Salmon Arm Tennis Club in the financing and construction of an Indoor Tennis Facility at 3440 Okanagan Avenue SE, Salmon Arm, BC. The outstanding balance at December 31, 2018 was \$346,491. The loan bears interest at prime plus 1%, has a term of 25 years and is secured by the assets of the Tennis Club and an indemnity agreement from the City of Salmon Arm.

Statement of Severance Agreements

There were two (2) severance agreements under which payment commenced between the City of Salmon Arm and its non-unionized employees during the fiscal year 2018.

These agreements represent from 6 to 12 months of compensation.

Compensation is based on salary continuance until December 31, 2018.

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Reporting Expenses by Function

Expenses by Function	2018	2017	2016	2015	2014
General Government Services	\$ 5,097,173	\$ 4,629,684	\$ 4,616,299	\$ 4,610,543	\$ 4,222,530
Protective Services	4,991,552	5,124,932	4,953,565	4,310,129	4,784,045
Transportation Services	9,769,223	9,275,439	8,341,397	8,188,846	8,023,435
Public Health Services	1,059,210	958,367	953,344	907,275	851,272
Development Services	1,293,887	1,185,604	1,071,100	996,815	1,011,871
Recreation and Cultural Services	3,295,417	3,155,520	3,175,296	3,076,276	3,061,072
Water Services	3,352,792	3,381,212	3,314,026	3,326,027	3,229,645
Sewer Services	2,400,550	2,277,542	2,225,915	2,256,152	2,073,967
	<u>\$ 31,259,804</u>	<u>\$ 29,988,300</u>	<u>\$ 28,650,942</u>	<u>\$ 27,672,063</u>	<u>\$ 27,257,837</u>

This table reflects total City expenses by function. For example, the City spent approximately \$9.8 million on transportation services, such as roads and infrastructure, as opposed to approximately \$5.0 million on protective services.

Reporting Expenses by Object

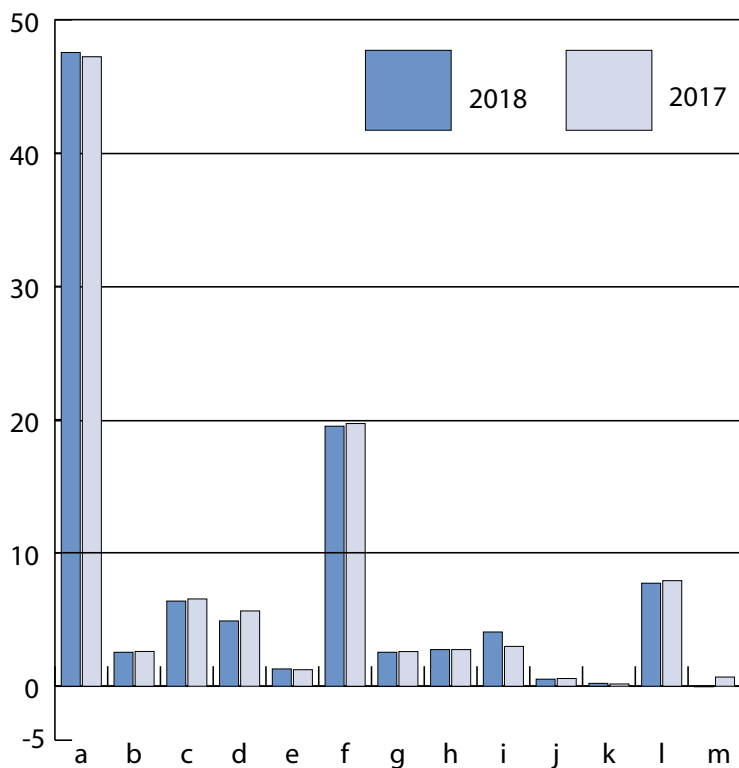
Expenses by Object	2018	2017	2016	2015	2014
Amortization Expense	\$ 7,545,346	\$ 7,232,266	\$ 6,937,757	\$ 6,671,645	\$ 6,417,440
Collections for Other Governments	10,553	7,349	13,027	9,228	8,860
Community Grants	434,683	262,295	253,078	220,228	260,819
Contracts	6,159,480	6,047,747	5,825,174	5,017,110	5,185,473
Insurance	418,674	357,529	354,999	372,520	373,857
Interest and Debt Issuance Expense	1,463,291	1,594,915	1,635,515	1,679,523	1,661,909
Loss on Disposal of Capital Assets	-	-	135,172	3,553	26,138
Operating Expenses	1,948,781	1,866,435	1,464,039	1,621,837	1,593,264
Professional and Legal Fees	85,523	53,308	66,907	78,868	102,965
Repairs and Maintenance	2,895,042	2,670,740	2,292,360	2,449,497	2,385,109
Salaries, Wages and Benefits	9,208,314	8,803,559	8,707,030	8,574,989	8,277,350
Utilities and Property Taxes	1,090,117	1,092,157	965,884	973,065	964,653
	<u>\$ 31,259,804</u>	<u>\$ 29,988,300</u>	<u>\$ 28,650,942</u>	<u>\$ 27,672,063</u>	<u>\$ 27,257,837</u>

This table reflects total City expenses allocated by component within each City function. In 2018, of the total \$31.3 million expenses, the City spent \$1.5 million on interest and debt issuance expenses.

Revenues by Source and Type

Revenue Sources	2018	2017	2016	2015	2014
Property Taxes (net)	\$ 17,678,316	\$ 16,878,465	\$ 16,517,517	\$ 15,736,313	\$ 15,273,616
Transportation Parcel Tax	948,120	932,520	914,040	902,640	897,360
Frontage Taxes	2,378,976	2,339,592	2,307,934	2,250,212	2,232,729
Grants - Conditional Government	1,822,514	2,017,593	1,475,158	369,845	272,506
Grants - Unconditional Government	481,788	443,749	496,191	529,598	484,472
Sales of Services	7,253,244	7,044,803	6,713,650	6,717,504	6,280,616
Licences, Permits and Fines	949,856	928,862	747,834	659,638	700,906
Rentals, Leases and Franchises	1,023,997	981,405	1,028,331	1,101,246	1,045,810
Return on Investments	1,516,192	1,066,660	1,064,599	959,093	986,990
Penalties and Interest	198,944	205,762	240,864	201,326	207,724
Other Sources	65,656	65,829	58,002	44,994	64,003
DCCs, Reserves and Developer Contributions	2,875,908	2,580,296	5,213,301	2,882,041	818,827
Gain/(Loss) on Disposal of Capital Assets	(17,525)	248,184	-	-	-
	<u>\$ 37,175,986</u>	<u>\$ 35,733,720</u>	<u>\$ 36,777,421</u>	<u>\$ 32,354,450</u>	<u>\$ 29,265,559</u>

This table reflects the City's various revenue streams. In 2018, the City saw no significant changes in revenue sources.



- a - Property Taxes (net)
- b - Transportation Parcel Tax
- c - Frontage Taxes
- d - Grants - Conditional Government
- e - Grants - Unconditional Government
- f - Sales of Services
- g - Licences, Permits and Fines
- h - Rentals, Leases and Franchises
- i - Return on Investments
- j - Penalties and Interest
- k - Other Sources
- l - DCC's, Reserves and Dev. Contributions
- m - Gain/(Loss) on Disposal of Capital Assets

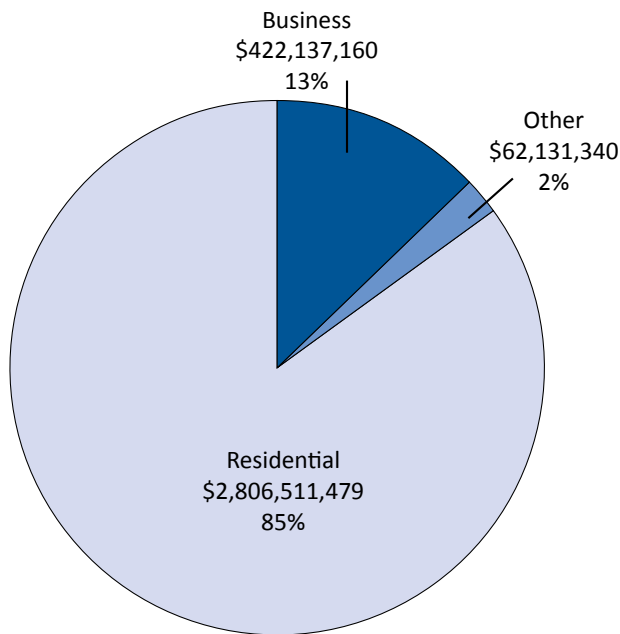
This graph reflects the percentage of the City's various revenue streams to total revenue collected. In 2018, the City saw no significant changes in the breakdown of different revenue sources.

Taxable Assessments of Land and Improvements

Property Classifications	2018	2017	2016	2015	2014
Residential	\$ 2,806,511,479	\$ 2,492,244,569	\$ 2,299,196,782	\$ 2,108,769,085	\$ 2,051,869,384
Supportive Housing	56	56	56	58	58
Utilities	5,537,180	5,309,125	5,247,515	5,044,300	5,098,840
Major Industry	7,392,500	7,311,200	7,163,300	6,646,300	6,164,500
Light Industry	33,390,500	29,721,500	25,692,600	19,435,900	21,960,400
Managed Forest Land	29,500	26,200	18,400	-	-
Business	422,137,150	391,117,869	382,520,701	372,133,351	359,952,000
Recreation Non-Profit	7,011,600	6,333,300	6,544,600	6,923,200	6,949,800
Farm	8,770,004	8,856,486	8,732,378	8,652,216	8,772,603
	<u>\$ 3,290,779,969</u>	<u>\$ 2,940,920,305</u>	<u>\$ 2,735,116,332</u>	<u>\$ 2,527,604,410</u>	<u>\$ 2,460,767,585</u>

This table reflects the City's assessment base by property class for the past five (5) years.

Assessment Base by Property Class (General Net Taxable Values)



Class	Assessed Value	% of Total
Residential	\$ 2,806,511,479	85
Business	422,137,150	13
Other	62,131,340	2
	<u>\$ 3,290,779,969</u>	<u>100</u>

Other Includes:

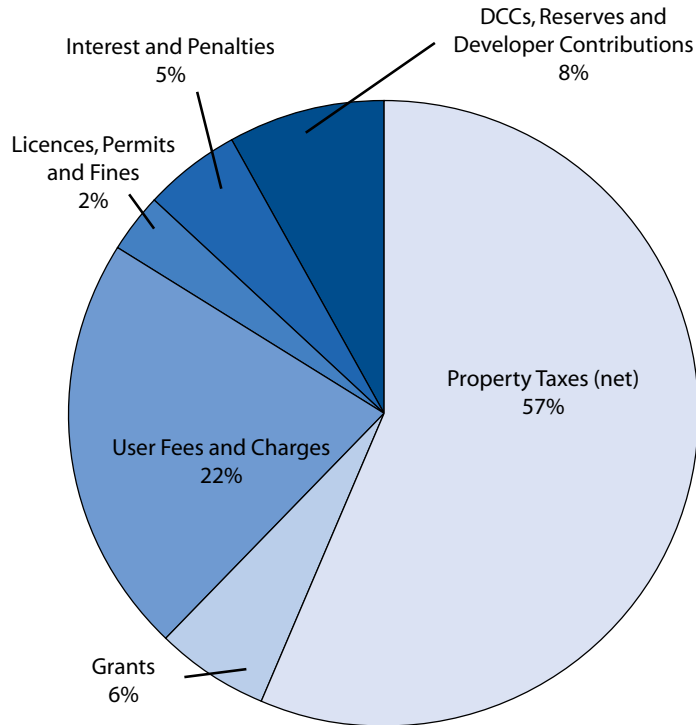
Utilities	\$ 5,537,180
Supportive Housing	56
Major Industry	7,392,500
Light Industry	33,390,500
Managed Forest Land	29,500
Recreation Non Profit	7,011,600
Farm	8,770,004
	<u>\$ 62,131,340</u>

This graph reflects that 85% of the assessment base in Salmon Arm is residential. Typically, business and industry provide the assessment base that is required to financially support services.

Revenue Sources Sorted by Category

Revenue	2018	2017	2016	2015	2014
Property Taxes (net)	\$ 21,005,412	\$ 20,150,577	\$ 19,739,491	\$ 18,889,165	\$ 18,403,705
Grants	2,304,302	2,461,342	1,971,349	899,443	756,978
User Fees and Charges	8,342,897	8,092,037	7,799,983	7,863,744	7,390,429
Licences, Permits and Fines	949,856	928,862	747,834	659,638	700,906
Interest and Penalties	1,715,136	1,272,422	1,305,463	1,160,419	1,194,714
DCCs, Reserves and Developer Contributions	2,875,908	2,580,296	5,213,301	2,882,041	818,827
Gain/(Loss) on Disposal of Capital Assets	(17,525)	248,184	-	-	-
	<u>\$ 37,175,986</u>	<u>\$ 35,733,720</u>	<u>\$ 36,777,421</u>	<u>\$ 32,354,450</u>	<u>\$ 29,265,559</u>

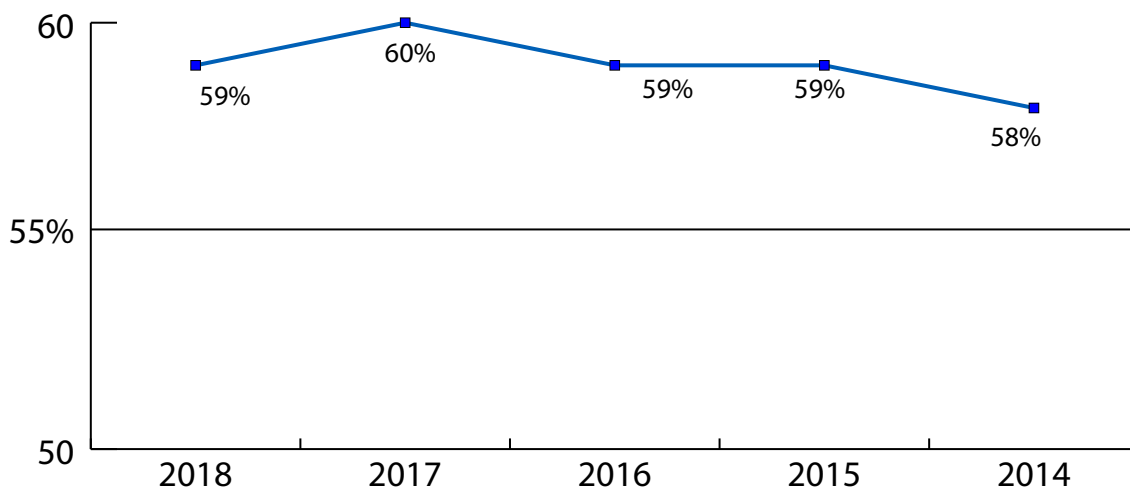
This table reflects the City's various revenue streams sorted by category. The City collected approximately \$8.3 million in user fees and charges for services such as rentals, parking and transit levies, airport fuel and oil sales, water and sewer user rates, and sanitation and recycling fees, etc.



This graph reflects the percentage of each revenue source by category.

General Municipal Taxes as a Percentage of Operating Revenue

Year	Tax Revenue	Total Revenue	% of Revenue
2014	14,893,906	25,529,959	58%
2015	15,369,669	26,148,558	59%
2016	16,151,905	27,254,923	59%
2017	16,546,850	27,793,036	60%
2018	17,318,313	29,444,196	59%



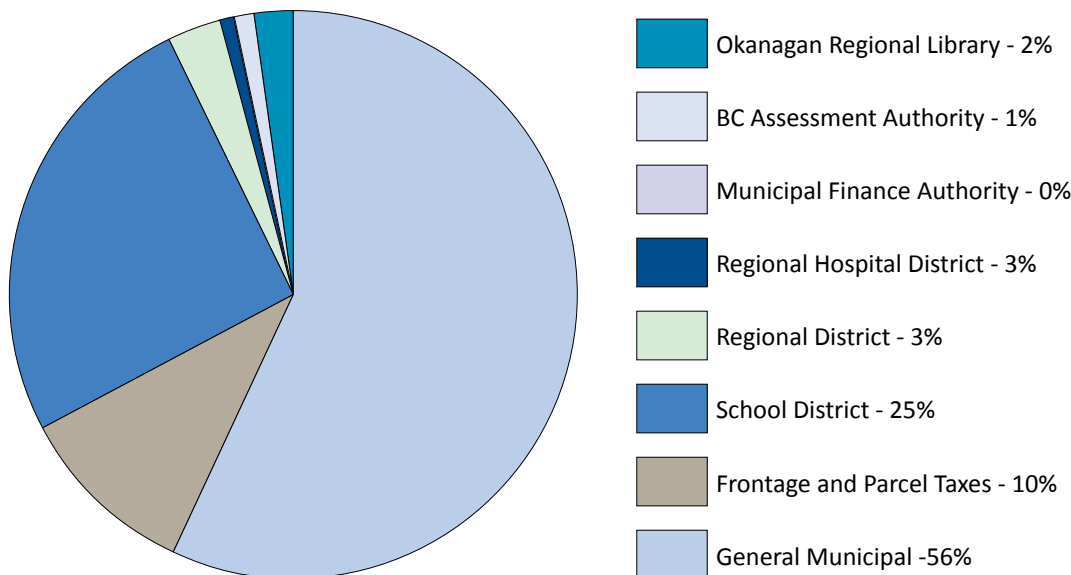
This table and graph reflects that in 2018, 59% of the City's general operating revenue to finance services was funded by property taxation.

Property Taxes Levied and Collected

Jurisdictions	2018	2017	2016	2015	2014
General Municipal	\$ 17,859,388	\$ 17,077,129	\$ 16,693,787	\$ 15,910,897	\$ 15,443,146
Frontage and Parcel Taxes	3,327,095	3,272,112	3,221,974	3,152,852	3,130,089
School District	\$ 8,045,387	\$ 7,669,949	\$ 7,955,098	\$ 7,794,084	\$ 7,718,808
Regional District	990,458	878,534	892,906	848,419	880,137
Regional Hospital District	996794	981438	954053	916299	905285
Municipal Finance Authority	807	721	681	634	616
BC Assessment Authority	182069	176994	201121	202752	204763
Okanagan Regional Library	712,274	684,866	691,246	672,796	669,418
	<u>32,114,272</u>	<u>30,741,743</u>	<u>30,610,866</u>	<u>29,498,733</u>	<u>28,952,262</u>
Total Current Taxes Levied	32114272	30741743	30610866	29498733	28952262
Current Taxes Collected	31,590,902	30,065,995	29,884,464	28,803,546	28,243,012
Percentage Collected	98.37%	97.80%	97.63%	97.64%	97.55%
Outstanding at Beginning of Year	999,677	1,056,893	1,022,194	1,064,048	1,170,207
Arrears Collected	757,479	732,964	691,703	737,041	815,410
Percentage Collected	75.77%	69.35%	67.67%	69.27%	69.68%
Total Tax Collections	\$ 32,348,381	\$ 30,798,959	\$ 30,576,167	\$ 29,540,587	\$ 29,058,422

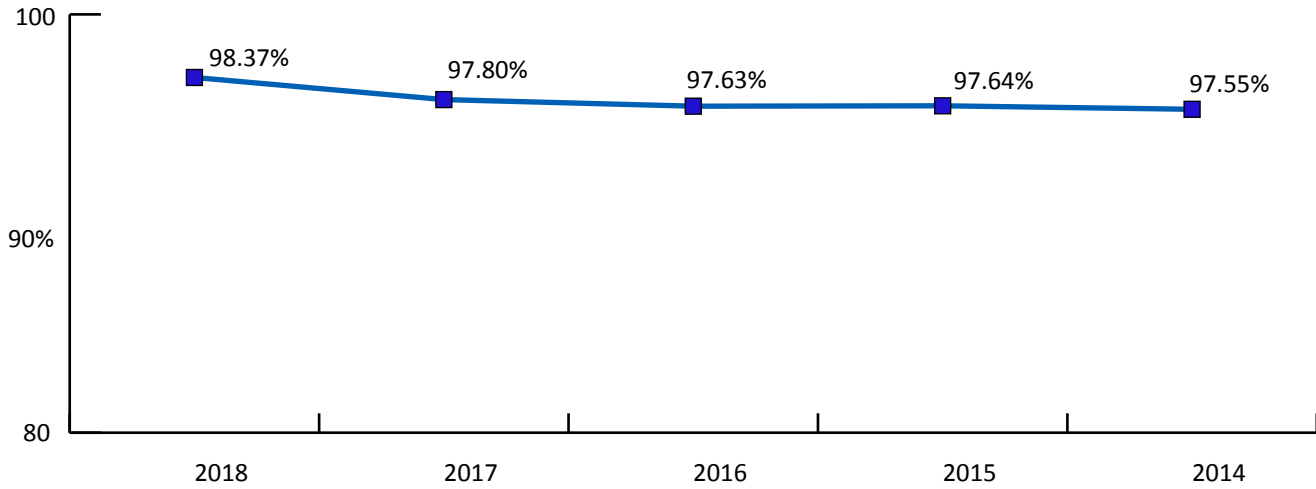
This table reflects the amount of taxes collected for general municipal purposes and for other jurisdictions (i.e. School District, Regional District, etc). The table also outlines the City's property taxation collection rates.

2018 Taxes by Jurisdiction



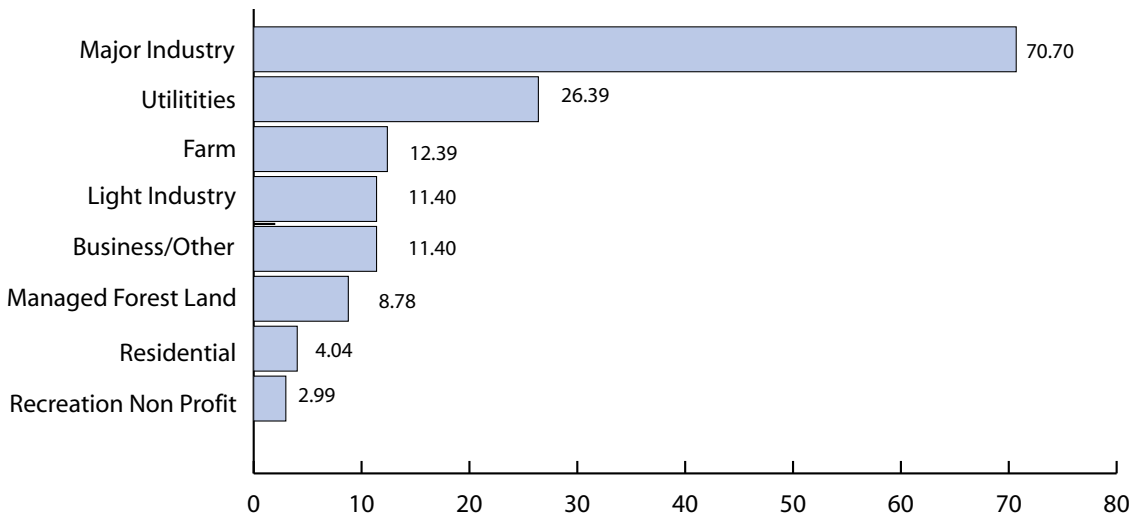
This graph reflects that of the total tax dollars (\$32 million) levied in 2018 by the City and other jurisdictions, only 56% (\$17.9 million) was for municipal services such as police, fire, roads, etc. and the remainder was for other jurisdictions.

Taxation Collection Rates



This graph reflects the percentage of property taxes collected in the year that the tax was levied.

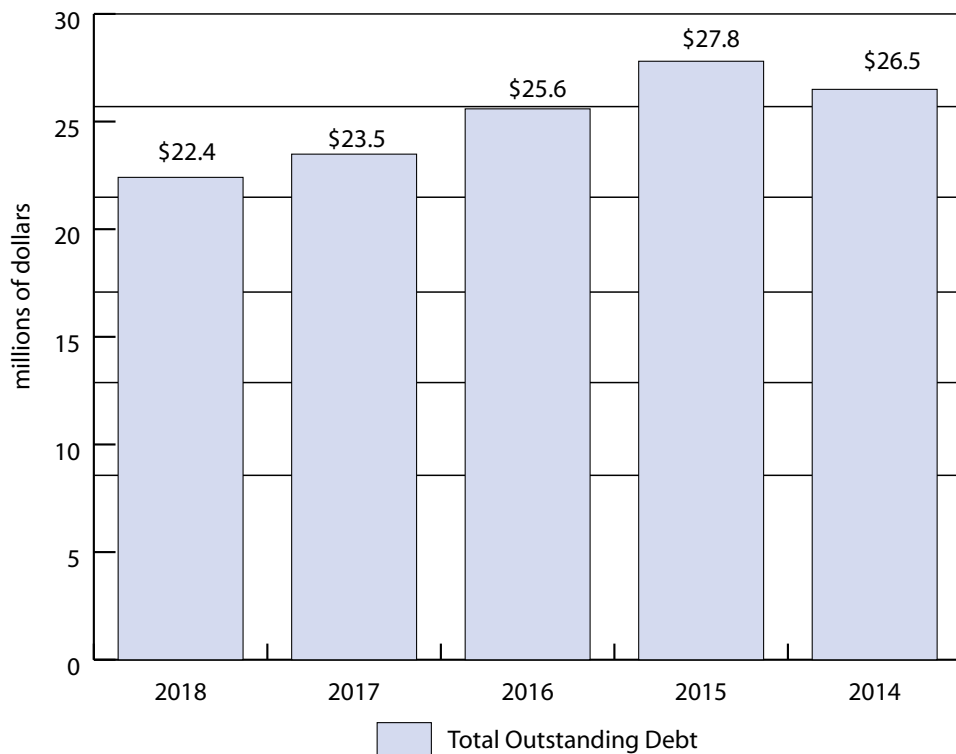
General Municipal Tax Rates



This graph reflects the tax rates that are charged on each \$1,000 of assessed property value for each classification of the property.

Debenture Debt

Gross Debt	2018	2017	2016	2015	2014
General	\$ 12,123,767	\$ 12,286,817	\$ 13,360,343	\$ 14,707,261	\$ 14,432,972
Water	7,681,876	8,356,996	9,005,802	9,629,324	10,228,545
Sewer	2,602,130	2,842,643	3,223,959	3,465,104	1,834,147
Total Outstanding Debt	\$ 22,407,773	\$ 23,486,456	\$ 25,590,104	\$ 27,801,689	\$ 26,495,664

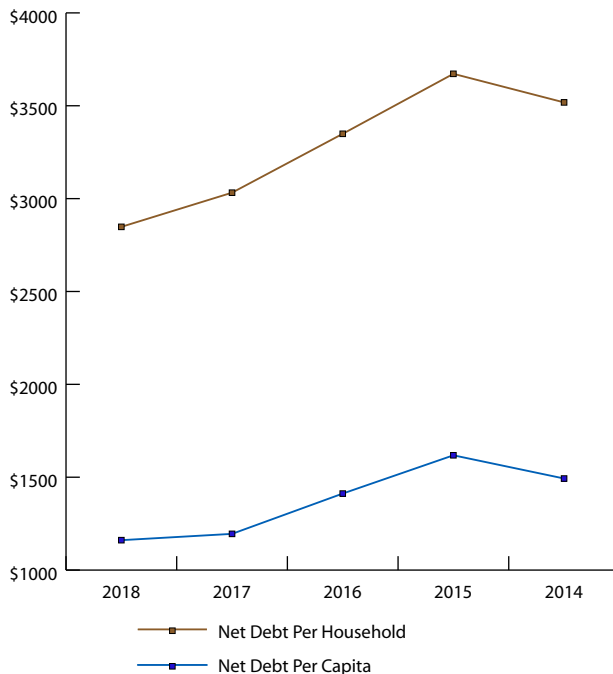


This table and graph reflects the long term debt outstanding at the end of each of the last five (5) years.

Debt Servicing Costs

Repayment Sources	2018	2017	2016	2015	2014
Property Tax Supported	\$ 1,471,006	\$ 1,577,268	\$ 1,902,010	\$ 1,845,072	\$ 1,687,668
Water Utility	878,855	1,002,883	1,030,256	1,046,557	1,056,193
Sewer Utility	263,116	408,134	279,697	178,686	166,514
Parks DCC Reserve	-	12,810	12,810	12,810	21,290
Total Debt Servicing Costs	\$ 2,612,977	\$ 3,001,095	\$ 3,224,773	\$ 3,083,125	\$ 2,931,665
Population	19,299	19,661	18,128	17,183	17,749
Net Debt Per Capita	\$ 1,161	\$ 1,195	\$ 1,412	\$ 1,618	\$ 1,493
Debt Service as a % of Total Expenses	6.4%	7.7%	8.0%	9.1%	9.1%
Debt Service as a % of Operating Expenses	7.3%	8.5%	10.2%	9.9%	9.6%
# of Households	7,868	7,746	7,640	7,571	7,532
Net Debt Per Household	\$2,848	\$3,032	\$3,349	\$3,672	\$3,518

Debt Per Capita



This graph reflects the equated amount of outstanding debt per individual and per household within the City.

Debt Capacity Limits

Debt Servicing	2018	2017	2016	2015	2014
Debt Servicing Limit	\$ 7,862,687	\$ 7,484,112	\$ 7,307,745	\$ 7,070,303	\$ 6,847,908
Debt Servicing Capacity Available	\$ 5,286,026	\$ 4,483,017	\$ 4,082,972	\$ 3,987,178	\$ 3,916,244

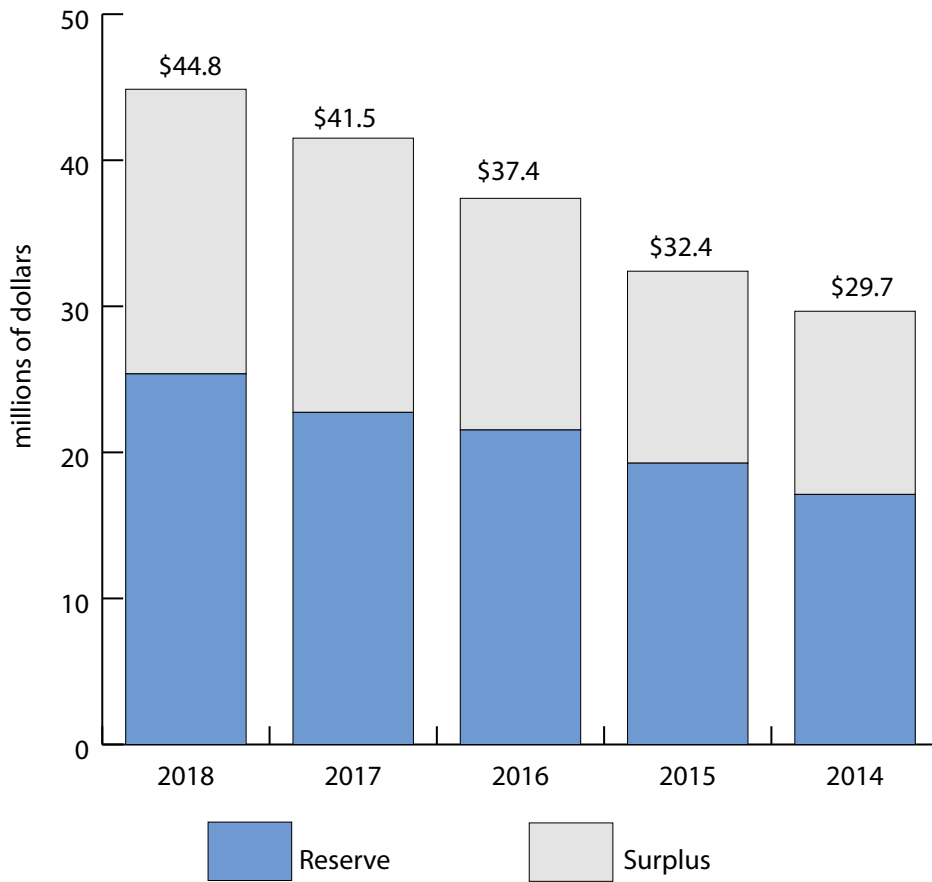
This table reflects the maximum debt servicing capacity as well as the remaining borrowing power available to the City to fund capital projects.

Statutory Reserve Funds and Statement of Surplus

Reserves and Surplus	2018	2017	2016	2015	2014
Statutory Reserve Funds, Development Cost Charges and Trust Funds					
Development Cost Charge - Sewer	\$ 2,927,217	\$ 2,657,873	\$ 2,195,592	\$ 1,764,148	\$ 1,771,231
Development Cost Charge - Water	2,756,431	2,793,733	2,315,108	1,872,739	1,569,612
Development Cost Charge - Drainage	1,615,386	1,501,195	1,299,124	1,082,171	950,397
Development Cost Charge - Parks	454,197	369,989	314,528	277,763	240,051
Development Cost Charge - Highways	1,448,922	1,365,614	1,110,695	863,853	702,792
Development Cost Charge - Underpass	85,056	83,680	82,846	82,084	545,237
Perpetual Care	356,655	341,520	329,924	315,596	304,658
Klahani Playground Equipment	4,217	4,149	4,108	4,069	4,019
Equipment Replacement	3,060,492	2,729,561	2,405,243	1,935,121	2,001,232
General Capital	332,733	429,334	434,246	125,762	393,204
Fire Department Building and Equipment	258,244	229,244	202,019	150,605	123,945
Emergency Apparatus	857,631	1,239,139	981,420	769,110	583,580
Police Vehicle Replacement	186,698	291,449	263,604	257,590	229,603
Landfill Site Repurchase	222,280	218,681	216,501	214,512	211,852
Cemetery Development	155,468	152,951	141,450	130,235	118,703
Sewer Major Maintenance	2,626,147	2,389,080	2,061,611	1,733,458	1,405,631
Water Major Maintenance	872,132	759,631	653,055	768,769	613,419
Community Centre Major Maintenance	685,450	644,570	583,277	567,430	505,851
Cemetery Columbarium	71,964	70,799	65,105	90,015	83,940
Parks Development	509,358	501,110	200,544	137,074	180,980
	<u>\$ 19,486,678</u>	<u>\$ 18,773,302</u>	<u>\$ 15,860,000</u>	<u>\$ 13,142,104</u>	<u>\$ 12,539,937</u>
Statement of Operating Surplus					
General Operating Fund - Surplus	\$ 20,485,557	\$ 18,455,003	\$ 17,539,812	\$ 16,561,520	\$ 14,620,548
Water Operating Fund - Surplus	2,099,122	1,823,281	1,746,745	1,983,838	1,819,413
Sewer Operating Fund - Surplus	2,789,530	2,461,214	2,246,555	716,853	682,395
	<u>\$ 25,374,209</u>	<u>\$ 22,739,498</u>	<u>\$ 21,533,112</u>	<u>\$ 19,262,211</u>	<u>\$ 17,122,356</u>
Total Reserves and Operating Surpluses	<u>\$ 44,860,887</u>	<u>\$ 41,512,800</u>	<u>\$ 37,393,112</u>	<u>\$ 32,404,315</u>	<u>\$ 29,662,293</u>
Statement of Annual and Accumulated Surplus					
Accumulated Surplus, Beginning of Year	\$ 226,770,637	\$ 221,025,217	\$ 212,898,738	\$ 208,216,351	\$ 206,208,629
Annual Surplus	5,916,182	5,745,420	8,126,479	4,682,387	2,007,722
Accumulated Surplus, End of Year	<u>\$ 232,686,819</u>	<u>\$ 226,770,637</u>	<u>\$ 221,025,217</u>	<u>\$ 212,898,738</u>	<u>\$ 208,216,351</u>
Statement of Annual and Accumulated Surplus (Detail)					
Statutory Reserves	\$ 9,838,596	\$ 9,655,550	\$ 8,208,075	\$ 6,879,681	\$ 6,451,940
Unexpended Capital Reserves	2,376,488	2,349,841	3,317,823	5,838,343	2,039,087
Surplus	3,215,918	3,177,476	3,193,422	2,800,790	2,320,573
Reserve Accounts	23,298,907	20,481,753	19,222,290	17,291,454	15,632,485
Consumable Inventory	(1,140,615)	(919,731)	(882,598)	(830,031)	(830,702)
Equity in Capital Assets	195,097,525	192,025,748	187,966,205	180,918,501	182,602,968
	<u>\$ 232,686,819</u>	<u>\$ 226,770,637</u>	<u>\$ 221,025,217</u>	<u>\$ 212,898,738</u>	<u>\$ 208,216,351</u>
Net Financial Debt (Detail)					
Financial Assets	\$ 62,392,594	\$ 56,955,032	\$ 53,035,980	\$ 49,947,177	\$ 43,184,115
Financial Liabilities	(47,579,034)	(46,146,068)	(46,082,418)	(46,331,131)	(44,674,869)
Net Financial Debt	14,813,560	10,808,964	6,953,562	3,616,046	(1,490,754)
Non-Financial Assets	217,873,259	215,961,673	214,071,655	209,282,692	209,707,105
Accumulated Surplus, End of Year	<u>\$ 232,686,819</u>	<u>\$ 226,770,637</u>	<u>\$ 221,025,217</u>	<u>\$ 212,898,738</u>	<u>\$ 208,216,351</u>

This table reflects the balance in reserves that have been established by the City for future works, replacement of equipment (i.e. fire, police, public works, etc.), etc. It should be noted that a portion of the City's accumulated operating surplus is committed to undertake specific projects where an annual contribution is required before the works can be completed.

Statutory Reserve Funds and Surpluses



This graph reflects the balance in the reserves and accumulated operating surpluses over the past five (5) years.

Capital Expenses and Funding Sources

Capital Expenditure Categories	2018	2017	2016	2015	2014
Capital Expenditures					
Civic Facilities & Services	\$ 711,262	\$ 642,852	\$ 28,812	\$ -	\$ 27,404
Airport Services	217,209	-	48,288	-	-
Cemetery Services	23,717	18,040	1,012,526	105,062	1,114
Roads	2,760,056	3,357,826	3,776,232	2,479,862	1,611,611
Drainage	1,035,549	223,443	596,343	10,740	64,488
Sidewalks, Curbs and Gutters	355,642	298,560	134,658	155,371	19,491
Machinery and Equipment (Transportation)	260,406	269,715	151,054	650,874	883,813
Other (Transportation)	47,858	207,631	190,772	719,349	200,072
Fire Protection Services	30,967	28,636	39,458	48,220	68,049
Protective Services	87,910	20,894	163,341	18,336	44,140
Vehicles (Fire & Police)	840,402	-	41,392	225,494	122,164
Parks and Recreations Services	439,842	626,115	2,473,477	489,250	689,241
Water Utility	1,615,278	1,104,330	1,632,949	753,588	709,418
Sewer Utility	1,392,869	2,324,760	1,570,553	595,389	571,818
	<u>\$ 9,818,967</u>	<u>\$ 9,122,802</u>	<u>\$ 11,859,855</u>	<u>\$ 6,251,535</u>	<u>\$ 5,012,823</u>
Sources of Funds					
Tax Levy (Revenue)	\$ 2,758,716	\$ 2,895,591	\$ 2,467,191	\$ 2,248,062	\$ 2,711,177
Prior Year Surplus	193,208	125,783	59,252	99,700	10,000
Grants	1,146,966	1,682,135	1,095,772	192,481	93,117
Reserve Accounts	745,286	1,140,774	1,848,713	669,462	610,323
Reserve Funds	2,355,861	244,362	625,219	1,093,264	1,597,245
Contributions (DCC, Developer, Donation etc.)	1,887,042	2,349,942	4,636,690	2,700,074	602,099
Debt	835,000	-	-	3,266,880	-
Carry Forward - Expended	1,725,216	2,622,257	3,444,231	1,423,667	1,325,529
Carry Forward - Unexpended	(1,828,328)	(1,938,042)	(2,317,213)	(5,442,055)	(1,936,667)
	<u>\$ 9,818,967</u>	<u>\$ 9,122,802</u>	<u>\$ 11,859,855</u>	<u>\$ 6,251,535</u>	<u>\$ 5,012,823</u>

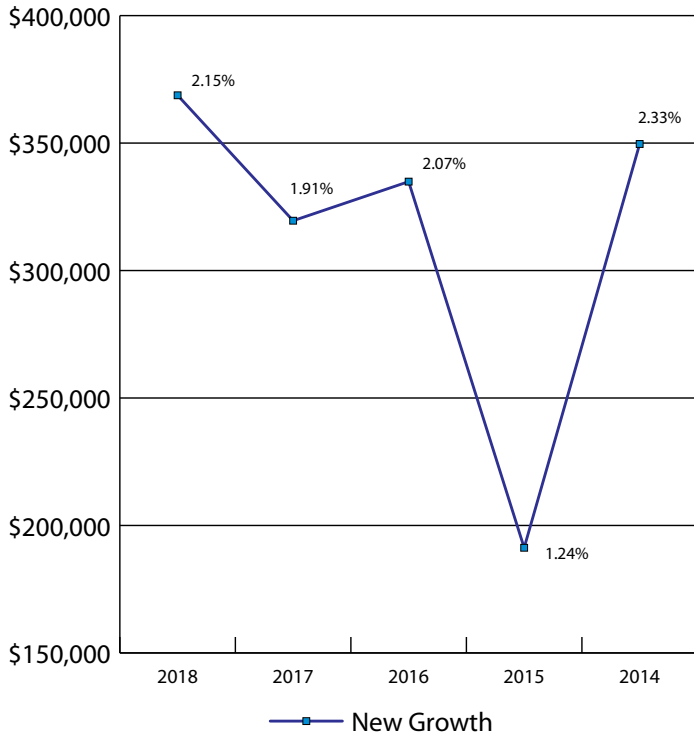
This table reflects the City's annual capital expenses and funding sources over the past five (5) years.

Principal Corporate Taxpayers and Percentage of Total Taxes 2018

Property Owner	Tax Levy	Percentage
Salmon Arm Shopping Centres Limited & Calloway Reit Inc.	\$ 607,001.29	1.890%
Piccadilly Place Mall Inc.	505,882.19	1.575%
R P Johnson Construction Ltd.	287,904.95	0.897%
Canoe Forest Products Ltd.	269,470.61	0.839%
Huber Developments Ltd. (and other multiple owners)	209,947.70	0.654%
Canoe Forest Products Ltd.	190,596.09	0.593%
Kaien Enterprises Ltd.	162,736.86	0.507%
Askew's Uptown Shopping Centre Ltd.	153,832.88	0.479%
BC Gas Utility Ltd.	151,513.45	0.472%
Canadian Pacific Railway Co.	141,211.11	0.440%
Salmon Arm Savings and Credit Union	133,503.91	0.416%
Salmon Arm Savings and Credit Union	119,895.96	0.373%
Lakeshore Village Ltd.	107,989.12	0.336%
BC Hydro and Power Authority	105,793.00	0.329%
Lakeside Manor Developments Ltd. (and other owner)	99,468.26	0.310%
USNR/Kockums Cancar Company	97,432.09	0.303%
0731010 BC Ltd.	94,563.94	0.294%
Shuswap Development Ltd.	89,193.29	0.278%
389481 BC Ltd.	87,292.87	0.272%
Shuswap Park Holdings Ltd.	86,330.18	0.269%
Westgate Building Ltd.	83,386.36	0.260%
Rocstan Developments Ltd.	70,957.55	0.221%
526761 BC Ltd.	69,016.57	0.215%
Salmik Holdings Ltd. & Shusal Holdings Ltd.	68,797.29	0.214%
Capolette Investments Ltd.	67,445.94	0.210%
0731010 BC Ltd.	62,743.27	0.195%
BC Hydro and Power Authority	61,725.76	0.192%
Salmon Arm Developments Ltd.	60,846.11	0.189%
BC Telephone Co.	60,162.73	0.187%
Edmar Holdings Ltd.	59,633.64	0.186%
688192 BC Ltd.	56,297.51	0.175%
Westview Gardens Development Ltd.	53,915.45	0.168%
BFM Holdings Ltd.	52,629.93	0.164%
Canoe Forest Products Ltd.	52,563.47	0.164%
SRG West Arm Holdings Ltd.	50,411.52	0.157%
	<u>\$ 4,632,092.85</u>	<u>14.266%</u>

This table reflects the principal corporate taxpayers and the amount of property taxes that they pay in relation to the total amount of property taxes levied in 2018.

New Construction



This graph reflects the new tax revenue that is generated each year as a result of new growth or construction in Salmon Arm. In 2018, the community derived new tax revenue of 2.15% or \$368,743.

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Salmon Arm Fire Department

Salmon Arm Observer

Rob Lytle

City of Salmon Arm Corporate Services Department

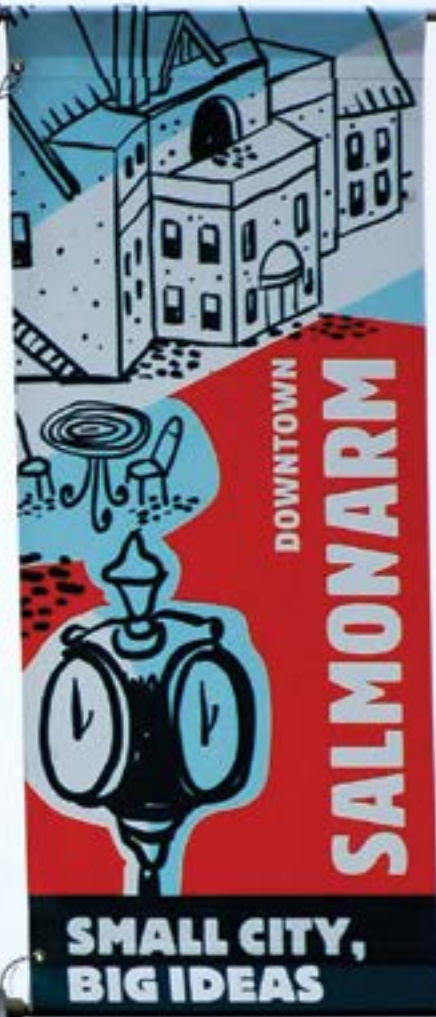
Shuswap Recreation Society

Deena Viik

Alan Harrison

City of Salmon Arm Utilities Department





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