

CITY OF SALMON ARM

BYLAW NO. 4747

A bylaw respecting the 2026 to 2030 Financial Plan

WHEREAS in accordance with the provisions of Section 165 of the *Community Charter*, the Council is required, by bylaw, to adopt a financial plan for the period of at least five years;

NOW THEREFORE the Council of the City of Salmon Arm, in the Province of British Columbia, in an open meeting assembled, hereby enacts as follows:

1. "Schedule "A" attached hereto, and forming part of the bylaw is hereby declared to be the 2026 to 2030 Financial Plan of the City of Salmon Arm.

2. SEVERABILITY

If any part, section, sub-section, clause of this bylaw for any reason is held to be invalid by the decisions of a Court of competent jurisdiction, the invalid portion shall be severed and the decisions that it is invalid shall not affect the validity of the remaining portions of this bylaw.

3. ENACTMENT

Any enactment referred to herein is a reference to an enactment of British Columbia and regulations thereto as amended, revised, consolidated or replaced from time to time.

4. EFFECTIVE DATE

This bylaw shall come into full force and effect upon adoption of same.

5. CITATION

This bylaw may be cited for all purposes as "City of Salmon Arm 2026 to 2030 Financial Plan Bylaw No. 4747".

READ A FIRST TIME THIS	15	DAY OF	DECEMBER	2025
READ A SECOND TIME THIS	15	DAY OF	DECEMBER	2025
READ A THIRD TIME THIS	12	DAY OF	JANUARY	2026
ADOPTED BY COUNCIL THIS	12	DAY OF	JANUARY	2026

"A. HARRISON"

MAYOR

"R. WEST"

CORPORATE OFFICER

City of Salmon Arm

2026 - 2030 Financial Plan

	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Consolidated Revenues					
Property and MRDT Taxes - Net	\$ 26,019,437	\$ 26,539,826	\$ 27,070,623	\$ 27,612,035	\$ 28,164,276
Frontage & Parcel Taxes	4,467,850	4,557,207	4,648,351	4,741,318	4,836,144
Sales of Service	11,630,030	11,862,631	12,099,884	12,341,882	12,588,720
Revenue From Own Sources	4,946,545	5,045,476	5,146,386	5,249,314	5,354,300
Rentals	622,153	634,596	647,288	660,234	673,439
Federal Government Transfers	742,325	757,172	772,315	787,761	803,516
Provincial Government Transfers	1,312,900	1,339,158	1,365,941	1,393,260	1,421,125
Other Government Transfers	207,635	211,788	216,024	220,344	224,751
Transfer From Prior Year Surplus	2,028,237	2,068,802	2,110,178	2,152,382	2,195,430
Transfer From Reserve Accounts	2,898,508	2,956,478	3,015,608	3,075,920	3,137,438
Transfer From Reserve Funds	2,146,693	2,189,627	2,233,420	2,278,088	2,323,650
Total Consolidated Revenues	\$ 57,022,313	\$ 58,162,761	\$ 59,326,018	\$ 60,512,538	\$ 61,722,789
Consolidated Expenditures					
General Government Services	\$ 5,503,126	\$ 5,613,189	\$ 5,725,453	\$ 5,839,962	\$ 5,956,761
Protective Services	8,635,069	8,807,770	8,983,925	9,163,604	9,346,876
Transportation Services	7,036,445	7,177,174	7,320,717	7,467,131	7,616,474
Environmental Health Services	256,360	261,487	266,717	272,051	277,492
Environmental Development Services	3,631,636	3,704,269	3,778,354	3,853,921	3,930,999
Recreation and Cultural Services	7,388,786	7,536,562	7,687,293	7,841,039	7,997,860
Fiscal Services - Interest	1,673,560	1,707,031	1,741,172	1,775,995	1,811,515
Fiscal Services - Principal	1,752,700	1,787,754	1,823,509	1,859,979	1,897,179
Capital Expenditures	8,972,279	9,151,725	9,334,760	9,521,455	9,711,884
Transfer to Surplus	-	-	-	-	-
Transfer to Reserve Accounts	4,152,177	4,235,221	4,319,925	4,406,324	4,494,450
Transfer to Reserve Funds	1,260,000	1,285,200	1,310,904	1,337,122	1,363,864
Water Services	3,634,085	3,706,767	3,780,902	3,856,520	3,933,650
Sewer Services	3,126,090	3,188,612	3,252,387	3,317,435	3,383,785
Total Consolidated Expenditures	\$ 57,022,313	\$ 58,162,761	\$ 59,326,018	\$ 60,512,538	\$ 61,722,789

2026 - 2030 Financial Plan**City of Salmon Arm**

2026	2027	2028	2029	2030
Budget	Budget	Budget	Budget	Budget

Capital Projects**Finances Acquired**

General Operating Fund	\$ 2,708,755	\$ 2,556,000	\$ 2,020,000	\$ 1,958,000	\$ 2,992,000
Water Operating Fund	2,953,880	1,343,000	893,000	343,000	343,000
Sewer Operating Fund	3,687,973	96,500	96,500	966,500	96,500
Developer Contributions	77,000	-	-	-	-
Long Term Debt	20,173,757	10,000,000	45,000,000	20,000,000	10,000,000
Short Term Debt	-	-	-	-	-
Prior Year Surplus	520,000	-	-	-	-
Federal Government Grants	2,584,885	-	-	-	-
Provincial Government Grants	90,000	-	-	-	-
Other Grants	60,000	-	-	-	-
Reserve Accounts	7,099,640	3,160,000	2,200,000	2,400,000	1,200,000
Reserve Funds	15,579,190	5,740,000	4,300,000	4,600,000	2,800,000
Development Cost Charges	692,000	-	-	-	-

Total Funding Sources	\$56,227,080	\$22,895,500	\$54,509,500	\$30,267,500	\$17,431,500
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Finances Applied

Transportation Infrastructure	\$25,678,074	\$10,400,000	\$ 8,000,000	\$ 8,500,000	\$15,500,000
Buildings	1,425,800	255,000	95,000	60,000	60,000
Land	-	-	-	-	-
IT Infrastructure	146,500	102,000	52,000	30,000	94,000
Machinery and Equipment	1,607,700	40,000	35,000	30,000	45,000
Vehicles	2,393,126	50,000	45,000	45,000	1,000,000
Parks Infrastructure	1,057,000	609,000	293,000	293,000	293,000
Utility Infrastructure	23,918,880	11,439,500	45,989,500	21,309,500	439,500
Total Capital Expense	\$56,227,080	\$22,895,500	\$54,509,500	\$30,267,500	\$17,431,500

Departmental Summary:

	2026	2027	2028	2029	2030
	Budget	Budget	Budget	Budget	Budget
General Government Services	\$ 146,500	\$ 102,000	\$ 52,000	\$ 30,000	\$ 94,000
Protective Services	1,092,000	50,000	-	-	1,000,000
Transportation Services	28,391,200	10,440,000	8,035,000	8,530,000	15,545,000
Environmental Health Services	110,800	255,000	95,000	60,000	60,000
Environmental Development Services	-	-	45,000	45,000	-
Recreation and Cultural Services	2,567,700	609,000	293,000	293,000	293,000
Water Services	14,653,880	1,343,000	893,000	343,000	343,000
Sewer Services	9,265,000	10,096,500	45,096,500	20,966,500	96,500
Total by Department	\$56,227,080	\$22,895,500	\$54,509,500	\$30,267,500	\$17,431,500

Schedule "B" – Bylaw #4747
2026 Revenue Policy Disclosure

1. Table One (1) reflects the proportion of total revenue proposed to be raised from each funding source in 2026. Property taxes form the greatest proportion of revenue of the City. The first column details the proposed percentage of revenue including Conditional Government Transfers and the second column shows the proposed percentage of revenue excluding Conditional Government Transfers. Conditional Government Transfers are funds provided by other levels of government or government agencies to fund specific projects. The absence of this funding would result in an increase to property taxes, debt borrowing or funding from reserves or other sources (ie. developers, donations, etc.) or result in the project not being undertaken.

The City collects three (3) types of parcel tax; a water frontage tax; a sewer frontage tax and a transportation parcel tax. The water and sewer frontage tax rate is applied to each parcel of land taxable foot frontage. The frontage rate is comprised of a capital debt repayment component plus 10% of the water and sewer operation and maintenance budget for preventative maintenance of the utilities infrastructure. The City introduced a transportation parcel tax in 2003. The transportation parcel tax is collected to maintain the City's transportation network to an adequate level to minimize future reconstruction costs and ensure the network is safe from hazards and disrepair. To this end, the transportation parcel tax provides a stable and dedicated source of funding. The transportation parcel tax was specifically implemented on a "flat rate per parcel" rather than an "ad valorem tax" basis recognizing that all classes of property are afforded equal access to the City's transportation network and should contribute to its sustainability equally. This method directed tax dollars away from business and industry to residential.

The City also receives a Municipal Regional District Tax (MRDT) which is levied and collected by the Provincial Government on all daily accommodation rentals within the City. Under the direction and approval of the Accommodation Industry, the City has applied to the Provincial Government to levy a 2% MRDT which will be utilized on initiatives that will increase exposure/awareness of Salmon Arm as a tourism destination with emphasis on off-season event expansion.

The City endorses a 'user pay' philosophy in its collection of fees and charges. Such fees and charges (ie. development, building, plumbing and fire permits, recreational program and rental fees and cemetery services) are reviewed annually to ensure adequate cost recovery for the provision of services. The policy of the City is to work towards full cost recovery for services provided. The objective in reviewing fees and charges periodically is to measure the cost of providing municipal services versus the cost recovery established through user fees and charges. Development Cost Charges are based on the City's Long Term Financial Plan. Included in this percentage is the City's investment income. The City exercises a stringent cash management plan to maximize investment and interest income.

Other sources of revenue provide funding for specific functions such as the Columbia Shuswap Regional District's contribution to the Shuswap Regional Airport, Recreation Centre, Shaw Centre, Cemeteries and Fire Training Centre.

The proceeds from borrowing and developer contributions fund capital projects pursuant to the City's Long Term Financial Plan.

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2026 Revenue Policy Disclosure

Table 1: Proportions of Total Revenue

Revenue Source	Percentage to Total Revenue Includes Conditional Government Transfers	Percentage to Total Revenue Excludes Conditional Government Transfers
Property Taxes	35.67%	37.88%
Parcel Taxes	6.13%	6.50%
User Fees, Charges and Interest Income	23.00%	24.41%
Other Sources	7.54%	1.85%
Proceeds From Borrowing	27.66%	29.36%
	100.00%	100.00%

- Table Two (2) reflects the distribution of property tax between the different property classes. The objective of the City is to set tax rates in order to maintain tax stability while maintaining equality between the property classes. The policy of the City is to develop a tax rate which maintains the proportionate relationship between the property classes. Inflationary increases in assessments are reduced to reflect only the 'real' increase attributed to new construction for each property class. This allows the property owner to be confident that, in any year, their property tax bill will only increase as much as their proportion of the increase in tax revenue required year to year.

The City reviewed the property tax multiple structure and equalized the general municipal property tax rate and associated multiple for Class 5 (Light Industry) and Class 6 (Business) by shifting general municipal property taxes between Class 5 (Light Industry) and Class 6 (Business) commencing in 2017. This property tax stability strategy is in keeping with its objective to maintain tax stability while maintaining equality between property classifications.

Assessment values fluctuate as market values change in one class or another. It is this market value change that may precipitate an amendment to the class multiple.

The Provincial Government has legislated a municipal taxation rate cap for the Class 2 (Utilities) assessments. The City of Salmon Arm Class 2 (Utilities) general municipal property tax rate adheres to this legislation.

Schedule "B" – Bylaw #4747
2026 Revenue Policy Disclosure

Table 2: Distribution of Property Taxes Between Property Classes

Property Class	2025 Tax Rate	Class Multiple	Percentage to Total Property Tax	Percentage to Total Property Assessment Value
Residential	3.0283	1.00:1	66.69%	87.67%
Utilities	22.1435	7.31:1	0.81%	0.14%
Supportive Housing	0.0000	0.00:1	0.00%	0.00%
Major Industry	69.8725	23.07:1	2.71%	0.15%
Light Industry	9.9093	3.27:1	2.75%	1.10%
Business	9.9093	3.27:1	26.31%	10.57%
Managed Forest Land	11.1250	3.67:1	0.01%	0.00%
Recreational/Non Profit	2.5917	0.86:1	0.14%	0.22%
Farm	15.1236	4.99:1	0.58%	0.15%

3. The City adopted a Permissive Tax Exemption Policy in 1998 which outlines the eligibility criteria to receive a permissive tax exemption. The Annual Municipal Report for 2025 contains a schedule of permissive tax exemptions granted for the year and the amount of tax revenue exempted.

Commencing in 1999, the City provided a three (3) year permissive tax exemption for each eligible organization. These include religious institutions, historical societies, some recreational facilities, service organizations and cultural institutions.

Table 3: Permissive Tax Exemptions

Organization	General Municipal Tax Exemption	Other Government Tax Exemption	Total
Churches	\$ 44,240	\$ 35,205	\$ 79,445
Non Profit Societies	467,272	284,928	752,200
Senior Centers	12,845	6,555	19,400
Other	-	-	-
Sports Clubs	325,076	171,524	496,600
Total	\$ 849,433	\$ 498,212	\$1,347,645

Schedule "B" – Bylaw #4747
2026 Revenue Policy Disclosure

4. The Official Community Plan for the City of Salmon Arm identifies the revitalization of the downtown as a priority. As a result, in 2005, the City established a Downtown Revitalization Tax Exemption Program pursuant to City of Salmon Arm Revitalization Tax Exemption Bylaw No. 3471.

The Revitalization Tax Exemption Program is a tool that Council is using to encourage property investment in the downtown area (hereinafter referred to as the Revitalization Area). Council's objective is to stimulate and reinforce development initiatives in the Revitalization Area by promoting property investment within the C-2, "Town Centre Commercial Zone" and to reinforce the City's investment in infrastructure upgrades and beautification projects.

City of Salmon Arm Revitalization Tax Exemption Bylaw No. 3741 establishes property tax exemptions in respect of construction of a new improvement or alteration of an existing improvement where the alteration has a value in excess of \$75,000.00 to encourage revitalization in the Revitalization Area.

Table 4: Revitalization Tax Exemptions

Area	2020 General Municipal Tax Exemption	2021 General Municipal Tax Exemption	2022 General Municipal Tax Exemption	2023 General Municipal Tax Exemption	2024 General Municipal Tax Exemption	2025 General Municipal Tax Exemption
C-2 "Downtown Commercial Zone"	\$ 18,939.56	\$ 14,424.23	\$ 10,358.95	\$ 7,115.36	\$ 7,571.75	\$ 6,257.41

5. The Official Community Plan for the City of Salmon Arm identifies the revitalization of the "Industrial Zones" as a priority. As a result, in 2014, the City established an Industrial Revitalization Tax Exemption Program pursuant to City of Salmon Arm Revitalization Tax Exemption Bylaw No. 4020.

The Revitalization Tax Exemption Program is a tool that Council is using to encourage property investment in the "Industrial Zones" (hereinafter referred to as the Revitalization Area). Council's objective is to stimulate and reinforce development initiatives in the Revitalization Area by promoting property investment within the "Industrial Zone" and to reinforce the City's investment in infrastructure upgrades and beautification projects.

City of Salmon Arm Revitalization Tax Exemption Bylaw No. 4020 establishes general municipal property tax exemptions in respect of construction of a new improvement or alteration of an existing improvement where the alteration has a value in excess of \$300,000.00 to encourage revitalization in the Revitalization Area.

This bylaw shall have an expiration date of five (5) years from the date of adoption.

Area	2020 General Municipal Tax Exemption	2021 General Municipal Tax Exemption	2022 General Municipal Tax Exemption	2023 General Municipal Tax Exemption	2024 General Municipal Tax Exemption	2025 General Municipal Tax Exemption
"Industrial Zone"	\$ 7,614.60	\$ 36,999.43	\$ 91,830.85	\$122,924.53	\$117,601.92	\$142,477.27