



The Corporation of the District of North Cowichan

**Five Year Financial Plan Bylaw, 2023**

Bylaw 3893

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The Council of The Corporation of the District of North Cowichan, in open meeting assembled, enacts as follows:

**Citation**

- 1** This Bylaw may be cited as '*Five Year Financial Plan Bylaw, No. 3896, 2023*'.

**Financial Plan Establishment**

- 2** Schedule 1, attached to and forming part of this Bylaw, is adopted as North Cowichan's five year financial plan.

**Objectives and Policies**

- 3** Schedule 2, attached to and forming part of this Bylaw, sets out Council's objectives and policies for the years 2023 through 2027 regarding:
- (a) the proportion of total revenue that is proposed to come from:
    - (i) Property value taxes,
    - (ii) Parcel taxes,
    - (iii) Fees,
    - (iv) Proceeds from borrowing, other than borrowing under section 177 *[revenue anticipation borrowing]* of the *Community Charter*, and
    - (v) Other sources,
  - (b) the distribution of property value taxes among the property classes that may be subject to the taxes, and
  - (c) the use of permissive tax exemptions.

**Severability**

- 4** If any provision of this Bylaw is, for any reason, found invalid by a court of competent jurisdiction, the provision must be severed, and the remainder of the Bylaw left valid and enforceable.

**Repeal**

- 5** "Five-Year Financial Plan Bylaw, No. 3858, 2022," and all amendments thereto, are hereby repealed.

\_\_\_\_\_  
READ a first time on  
READ a second time on  
READ a third time on  
APPROVED by  
ADOPTED on

\_\_\_\_\_  
CORPORATE OFFICER

\_\_\_\_\_  
PRESIDING MEMBER

## Schedule 1

### Proposed Expenditures, Funding Sources and Fund Transfers

Item	Column 1 Description	Column 2 2023	Column 3 2024	Column 4 2025	Column 5 2026	Column 6 2027
1	<b>Revenues:</b>					
2	Property Taxes	37,970,016	40,511,094	41,253,633	43,076,706	44,201,196
3	Parcel Taxes	5,331,800	5,578,297	5,845,691	6,121,728	6,421,143
4	User Fees and Charges	15,092,328	17,313,770	18,849,745	19,270,293	19,610,899
5	Other	21,535,309	33,595,194	13,215,878	1,394,472	1,184,798
6		79,929,453	96,998,355	79,164,947	69,863,199	71,418,036
7	<b>Expenses</b>					
8	General Operating	42,049,185	40,520,046	41,720,991	42,784,116	43,571,785
9	Sanitary Sewer Operating	4,248,641	3,341,788	3,405,844	3,471,296	3,538,850
10	Water Operating	4,311,491	3,778,847	3,787,315	3,732,666	3,804,391
11	Interest on Debt	1,911,842	2,999,953	2,993,320	3,695,965	3,694,714
12	Amortization	9,891,450	10,087,300	10,287,100	10,470,790	11,012,540
13		62,412,609	60,727,934	62,194,570	64,154,833	65,622,280
14	Annual Surplus/(Deficit)	17,516,844	36,270,421	16,970,377	5,708,366	5,795,756
15	Add back: Unfunded Amortization	9,891,450	10,087,300	10,287,100	10,470,790	11,012,540
16	<b>Capital Expenditures</b>					
17	General Capital	50,132,453	6,900,833	7,816,281	7,388,421	6,872,396
18	Sanitary Sewer Capital	9,447,240	50,146,480	25,286,210	2,224,429	1,137,680
19	Water Capital	12,801,030	4,050,000	2,460,000	650,000	1,053,477
20		72,380,723	61,097,313	35,562,491	10,262,850	9,063,553
21	Proceeds from Borrowing	(24,930,150)	0	(19,000,000)	0	0
22	Principal Payments on Debt	2,050,345	3,264,415	3,068,067	3,600,944	3,590,138
23	Transfers to/(from) Reserve Funds	(4,331,572)	416,969	1,384,622	1,696,633	2,683,680
24	Transfers to/(from) Accumulated Surplus	(17,761,052)	(18,420,976)	6,242,297	618,729	1,470,925
25		(44,972,429)	(14,739,592)	(8,305,014)	5,916,306	7,744,743
26	Financial Plan Balance	0	0	0	0	0

## Schedule 2

### Financial Objectives and Policies

#### 1. Funding Sources

Property taxation is North Cowichan's principal ongoing revenue source. As a revenue source, property taxation is simple to administer and relatively easy for residents to understand. It is also a stable and reliable source of revenue for services that are hard or undesirable to fund on a user-pay basis. User fees and charges form the next largest portion of North Cowichan's revenue and are collected from a variety of municipal services, permits, and licenses. User fees attempt to align the value of a service to those who use the service. It is generally preferable to charge a user fee for services to specific users than to levy a general tax on all property owners. The table below shows the proportion of North Cowichan revenue proposed to be raised from each funding source in 2023.

**Table 1 - Sources of Revenue**

Item	Column 1 Revenue Source	Column 2 % of Total Revenue	Column 3 Dollar Value
1	Property Taxes	36.2%	37,970,016
2	Parcel Taxes	5.1%	5,331,800
3	User Fees and Charges	14.4%	15,092,328
4	Proceeds from Borrowing	23.8%	24,930,150
5	Other	20.5%	21,535,309
6	Total	100.00%	104,859,603

Council's objectives and policies regarding funding sources are to

- (a) use property taxes for services that do not lend themselves to a user-pay approach,
- (b) allocate 10% to 15% of municipal property tax revenue to capital projects,
- (c) charge user fees, where possible, to align services with those who use them, and
- (d) look for new revenue sources.

#### 2. Distribution of Property Tax Rates

Council's objectives and policies regarding the distribution of property tax rates are to strive to

- (a) set tax rates and ratios that maintain tax stability between property classes while factoring in non-market growth within classes,
- (b) set Class 4 (Heavy Industry) at the provincial average tax ratio and at no more than three times Class 6 (Business),
- (c) set Class 5 (Light Industry) at no more than two times Class 6 (Business),
- (d) set Class 6 (Business) at no more than two times Class 1 (Residential),
- (e) set Class 7 (Managed Forest) at no more than two times Class 6 (Business),
- (f) set Class 8 (Non-profit and Recreation) tax ratio at 1.00, to assist this sector, and
- (g) set Class 9 (Farm) tax ratio at 1.00, to encourage local farm production.

### **3. Permissive Tax Exemptions**

North Cowichan supports local non-profit organizations through permissive tax exemptions. Each year a list of these exemptions is included in the Annual Report. Permissive property tax exemptions are governed by the North Cowichan Permissive Tax Exemption Policy.