

#### **AGENDA**

Special Committee of the Whole Financial Plan Meeting To Be Held In The Council Chambers Saanich Municipal Hall, 770 Vernon Avenue

#### TUESDAY, APRIL 19, 2016 AT 7:00 P.M.

#### 1. PUBLIC INPUT

#### 2. POLICE BOARD BUDGET – SUPPLEMENTARY REQUEST FOR 2016 BUDGET

Pg. 4 Report of the Director of Finance dated April 14, 2016 recommending that Council approve an additional capital expenditure from the Public Safety and Security Reserve Fund of \$185.000.

#### 3. 2016 COMMUNITY SOCIAL SERVICE GRANT REQUESTS

Pg. 6 Referral from the Special Committee of the Whole Financial Plan meeting held March 15, 2016.

#### 4. 2016 NEIGHBOURHOOD MATCHED PROJECT GRANTS

pg. 7 Referral from the Special Committee of the Whole Financial Plan meeting held March 15, 2016.

#### 5. 2016 COMMUNITY SUSTAINABILITY GRANTS

Pg. 8 Referral from the Special Committee of the Whole Financial Plan meeting held March 15, 2016.

#### 6. 2016 FINANCIAL PLAN PROPOSAL

Pg. 9 Report of the Director of Finance dated April 14, 2016 recommending that Council receive the report for information.

\* \* \* Adjournment \* \* \*

#### **AGENDA**

Special Council Meeting

Immediately Following the Special Committee of the Whole Meeting

### RECOMMENDATIONS AND REFERRALS FROM SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETINGS

#### From the January 26, 2016 Financial Plan Meeting

- 1. POLICE DEPARTMENT BUDGET
- Recommendations from the January 26, 2016 Special Committee of the Whole Financial Plan meeting that:
  - Council approve an increase to the Police net operating Core Budget, exclusive of additional resource requests, totaling \$920,000.
  - b) Council approve the capital expenditure of \$150,000 for enhancements to building security and front office improvements, to be funded through the Police Equipment Replacement Fund.
  - c) Council approve the capital expenditure of \$100,000 for intersection preemption equipment for front line police vehicles, to be funded through the Police Equipment Replacement Fund.

#### From the February 23, 2016 Financial Plan Meeting

#### 2. PARKS AND RECREATION FEES

Pg. 13 Recommendation from the February 23, 2016 Special Committee of the Whole Financial Plan Meeting that Council approve the Parks & Recreation Fees and Charges Schedule for the period April 1, 2016 to March 31, 2017 as outlined in the report from the Director of Parks & Recreation dated February 5, 2016.

#### From the March 1, 2016 Financial Plan Meeting

#### 3. GREATER VICTORIA PUBLIC LIBRARY (GVPL) BOARD BUDGET REQUEST

Report of the Director of Finance dated April 13, 2016 recommending that Council approve the 2016 Greater Victoria Public library Operating Budget of \$5,395,089.

#### 4. SWAN LAKE CHRISTMAS HILL NATURE SANCTUARY SOCIETY 2016

#### pg. 16 CONTRACT FEE

Report of the Director of Finance dated April 13, 2016 recommending that Council consider the request for the 2016 Swan Lake Christmas Hill Nature Sanctuary contract fee of \$369,750.

#### From the March 15, 2016 Financial Plan Meeting

#### 5. 2016 GRANT REQUESTS - COMMUNITY ASSOCIATIONS OPERATING GRANTS

Pg. 18 Recommendations from the March 15, 2016 Special Committee of the Whole Financial Plan Meeting to approve the Community Association Operating Grants.

#### 6. 2016 GRANT REQUESTS - DRY GRAD GRANTS

Pg. 19 Recommendations from the March 15, 2016 Special Committee of the Whole Financial Plan Meeting to approve the 2016 Dry Grad Grants.

#### From the April 12, 2016 Financial Plan Meeting

#### 7. COUNCIL REMUNERATION

Recommendation from the April 12, 2016 Special Committee of the Whole Financial

Plan Meeting that Council approve the 2016 Council Remuneration in accordance with the survey conducted under Council policy and outlined in the report of the Director of Finance dated April 7, 2016.

### 8. CADBORO BAY VILLAGE BUSINESS IMPROVEMENT ASSOCIATION – ANNUAL FUNDING REQUEST AND TAXATION LEVY

Recommendation from the April 12, 2016 Special Committee of the Whole Financial Plan Meeting that Council approve the 2016 Cadboro Bay Village Business Improvement Association funding request and property taxation levy in the amount of \$20,000.

#### 9. 2016 CREST LEVY

Pg. 22 Recommendation from the April 12, 2016 Special Committee of the Whole Financial Plan Meeting that Council approve the 2016 CREST Levy in the amount of \$594,363.

#### 10. ONE TIME RESOURCE REQUESTS

Pg. 23 Recommendation from the April 12, 2016 Special Committee of the Whole Financial Plan Meeting Council approve the resource requests as outlined in the report from the Director of Finance dated April 6, 2016.

#### 11. ONGOING RESOURCE REQUESTS/BUDGET REDUCTION OPTIONS

pg. 24 Recommendation from the April 12, 2016 Special Committee of the Whole Financial

Plan Meeting that Council approve Option #3 in the report of the Chief Administrative Officer dated April 6, 2016.

#### 12. REVENUE, TAX AND TAX EXEMPTION POLICIES AND OBJECTIVES

Pg. 25 Recommendation from the April 12, 2016 Special Committee of the Whole Financial Plan Meeting that Council approve the revenue, tax and tax exemption policy statements outlined in the report from the Director of Finance dated April 6, 2016, for inclusion in the 2016-2020 Financial Plan Bylaw.

#### From the April 19, 2016 Financial Plan Meeting

- 13. RECOMMENDATIONS FROM THE APRIL 19, 2016, SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING
  - a) POLICE EQUIPMENT REPLACEMENT FUND (For Ratification)
  - b) 2016 COMMUNITY SOCIAL SERVICE GRANT REQUESTS (For Ratification)
  - c) 2016 NEIGHBOURHOOD MATCHED PROJECT GRANTS (For Ratification)
  - d) 2016 COMMUNITY SUSTAINABILITY GRANTS (For Ratification)
  - e) 2016 FINANCIAL PLAN PROPOSAL (For Ratification)

\* \* \* Adjournment \* \* \*





#### The Corporation of the District of Saanich

### Report

To: Mayor and Council

From: Valla Tinney, Director of Finance

Date: April 14, 2016

Subject: Police Board Budget – Supplementary Request for 2016 Budget

#### **DISCUSSION:**

The Police Board has submitted a supplementary request for approval of an additional expenditure of \$185,000 from the Public Safety and Security Reserve Fund for items required to fit out the offices at 57 Cadillac Avenue. There are sufficient funds in the reserve to cover this increase.

#### **RECOMMENDATION:**

That Council approve an additional capital expenditure from the Public Safety and Security Reserve Fund of \$185,000.

Prepared by

Valla Tinney

**Director of Finance** 

Attachment

**CHIEF ADMINISTRATIVE OFFICER'S COMMENTS:** 

I endorse the recommendation of the Director of Finance.

Paul Thorkelsson, CAO

APR 1 4 2016

LEGISLATIVE DIVISION DISTRICT OF SAANICH



# SAANICH POLICE OFFICE OF THE CHIEF CONSTABLE

DATE:

April 6, 2016

TO:

Mr. P. Thorkelsson

Chief Administrative Officer

FROM:

Chief Constable R. A. Downie

RE: ADDITIONAL FUNDING FROM POLICE EQUIPMENT REPLACEMENT FUND FOR 57 CADILLAC PROJECT

Please be advised that at their meeting April 5, 2016, the Saanich Police Board recommended that Council approve increasing the transfer from the Police Equipment Replacement Fund (PERF) for 2016 by up to \$185,000. This increase is in relation to unanticipated needs that have arisen for the additional police building space at 57 Cadillac and include:

- Replacement of existing card lock system estimate \$25,000
- Upgrade CCTV cameras estimate \$25,000
- Firewall protection upgrade estimate \$60,000
- Replacement of telephone system and integration with existing system estimate \$75,000

We ask that you please arrange to have this put in front of Council for approval within the 2016 budget process.

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R. A. Downie Chief Constable

cc V. Tinney, Director of Finance

P. Arslan, Senior Manager, Financial Services

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LEGISLATIVE DIVISION DISTRICT OF SAANICH

# FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING HELD MARCH 15, 2016

#### 2016 COMMUNITY SOCIAL SERVICE GRANT REQUESTS

Consideration of the 2016 Community/Social Service Grant requests

Organization	Grant
	Request
Victoria Brain Injury Society	\$3,285
Victoria Advanced Technology Council	5,000
Victoria and VI Greek Community Society	5,000
Vancouver Island South Film & Media Commission	45,000
Tillicum Community School 100th Anniversary	3,000
St. John Ambulance	4,000
SportHost Victoria	2,500
Silver Threads Service for Seniors	60,409
Shelbourne Community Kitchen Society	7,000
Saanich Volunteer Services Society	58,368
Saanich Marine Rescue Society	7,500
Saanich Heritage Foundation	42,000
Peninsula Streams Society	15,000
Moms Like Us	1,650
Maritime Museum of British Columbia Society	20,000
Horticulture Centre of the Pacific	170,000
Haliburton Community Organic Farm Society	12,000
Greater Victoria Volunteer Society Volunteer Victoria	
Greater Victoria Visitors & Convention Bureau - Tourism Victoria	24,000
Greater Victoria Bike to Work Society	4,500
Greater Victoria Development Agency	27,289
Goward House Society	35,000
Gorge Tillicum Community Association Canada Day Picnic Committee	7,000
Friends of the Ashton Garrison Museum	10,000
Fortress Foundation	10,000
Crisis Intervention & Public Information Society of Greater Victoria (NEED2)	12,500
Community Social Planning Council of Greater Victoria	21,000
Communica Dialogue & Resolution Services	4,500
City of Victoria - Canada Day Celebration	1,000
Cedar Hill Golf Club Ladies' Division	5,000
Capital Region Refugee Sponsorship Group	5,000
Capital Region Food & Agriculture Initiatives Roundtable	15,000
Bipolar Disorder Society of BC	6,000





# FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING HELD MARCH 15, 2016

#### **NEIGHBOURHOOD MATCHED PROJECT GRANTS**

Consideration of a Neighbourhood Matched Project Grant request in the amount of \$3,000 from the FORTRESS Foundation.



# FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING HELD MARCH 15, 2016

#### **2016 COMMUNITY SUSTAINABILITY GRANTS**

Consideration of the 2016 Community Sustainability Grant requests below.

Organization	Project	Grant Request
World Fisheries Trust	Seaquaria Program	\$5,000
We Bike	Family Cycling Workshops	3,000
Sierra Club	Celebrate the Coast Festival	4,999
Mt. Tolmie Community Association	Bike Repair Station Installation	3,005
LifeCycles Project Society	Fruit Tree Project and Seed Libraries	10,000
Greater Victoria Cycling Coalition	Bike Route Assessment Rides and Workshops	4,500
Friends Uniting for Nature Society	FUN Camps	7,500
Fish Eye Project Society	Live Dives	5,900
Cridge Centre for the Family	Mattress Recovery	10,000
Creatively United for the Planet	5 <sup>th</sup> Annual Earth Week Community Festival	2,500
Community Social Planning Council of Greater Victoria	Pedal Powered Recycling	10,000
BC Sustainable Energy Association	Climate Change Showdown	4,968
BC Sustainable Energy Association	Pathway to 100% Renewable Energy by 2050 for Saanich	4,999
Total		\$76,371





#### The Corporation of the District of Saanich

### Report

To:

**Mayor and Council** 

From:

Paul Thorkelsson, Chief Administrative Officer

**Valla Tinney, Director of Finance** 

Date:

**April 14, 2015** 

Subject:

2016 Financial Plan Proposal

#### **PURPOSE**

The purpose of this report is to present information on the draft 2016-2020 Financial Plan, based on Committee of the Whole recommendations to date.

#### **BACKGROUND**

As required, a draft 2016 budget proposal has been prepared and was distributed at the commencement of the Financial Plan meetings. The following adjustments have been requested during deliberation and will be reflected in the final budget document:

- Revenue adjustments based on March review
- CREST reduction to actual levy
- Greater Victoria Public Library reduction to actual final budget submission
- One-time resource requests as approved at the April 12<sup>th</sup> Committee of the Whole
- \$400,000 appropriation of 2015 surplus for accumulated surplus as approved at the April 12<sup>th</sup> Committee of the Whole
- Transfer to Facility Reserve fund of the balance of the 2015 surplus

   as approved at the April 12<sup>th</sup> Committee of the Whole
- Reductions scenarios as approved at the April 12<sup>th</sup> Committee of the Whole
- Council remuneration increase as per policy

The proposed budget now reflects an estimated property tax increase to the average homeowner of 2.75% comprised of 1.67% for operations, 0.39% for resource requests and .69% for infrastructure replacement. This results in an annual increase in total municipal taxes of \$65 (from \$2,349 to \$2,414) for an average Saanich home (\$5.42 per month or \$0.18 per day).

Should Council concur with this proposal including any decisions made with regard to grant requests, budget and tax rate bylaws will be prepared for consideration at the May 2<sup>nd</sup> Council meeting.





#### DISCUSSION

#### **Financial Plan Document:**

Over the course of the budget deliberation process (Feb to April) information arises that requires adjustments to the draft budget proposal. These changes do not have any impact on the tax increase, but are required to ensure the Financial Plan supports the contents of the Bylaw. Most of these changes are the result of finalizing the 2015 Financial Statements and updating capital project estimates, with some internal transfers within departments,

#### **General Operating Fund:**

The general operating budget provides for the \$116,658,700 million annual operation of the municipality in 2016. This is partially funded by property taxes of \$110,883,700 million dollars and a variety of other revenues including recreation program fees and garbage collection charges. Adjustments have been made to reflect changes between the completed and revised 2016 property assessment rolls. Analysis on the distribution of property taxes in alignment with the policy statement confirmed by Council on April 12<sup>th</sup> is still underway. Any adjustments resulting from this analysis would be managed through the District's contingency budget.

#### **Water Utility Fund:**

The proposed water utility budget remains unchanged from the original proposal. It is based on the water rates approved by Council in December 2015 and results in an approximate \$5 per year increase from \$508 to \$513 per average home. The increase is predominately attributable to increases in infrastructure replacement spending which brought the water capital program to sustainable replacement levels in 2016.

#### **Sewer Utility Fund:**

The proposed sewer utility budget remains unchanged from the original proposal. It is based on the sewer rates approved by Council in December 2015 and results in an approximate \$32 per year increase from \$405 to \$437 per average home. The increase is predominately attributable to increased charges for regional sewer treatment and for infrastructure replacement funding equal to a minimum 3% sewer rate increase as per past practice.

#### **General Capital Fund:**

The 2016 General Capital Program provides for a comprehensive program of \$61.3 million dollars of infrastructure and equipment replacement funded from a mixture of property taxes, debt, reserves, grants, and development cost charges. For the next few years the focus will continue to be on replacement of existing infrastructure, particularly in drains, facilities, transportation and sewer and water utilities. This funding structure provides a realistic plan to achieving the targeted capital funding levels by 2019 based on gradually increasing levels of property tax and federal gas tax revenues.

#### **RECOMMENDATION:**

That the report be recovered or information.

Paul Thorkelsson, C

#### **RECOMMENDATION**

## FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING HELD JANUARY 26, 2016

#### POLICE DEPARTMENT BUDGET

That it be recommended that Council approve an increase to the Police net operating core budget, exclusive of additional resource requests, totalling \$920,000.

Councillors Administrator

Mayor Councillors Administrator

#### **RECOMMENDATION**

### FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING HELD JANUARY 26, 2016

#### POLICE DEPARTMENT BUDGET

- 1. That it be recommended Council approve the capital expenditure of \$150,000 for enhancements to building security and front office improvements, to be funded through the Police Equipment Replacement Fund; and
- 2. That it be recommended Council approve the capital expenditure of \$100,000 for intersection pre-emption equipment for front line police vehicles, to be funded through the Police Equipment Replacement Fund.

### RECOMMENDATION



## FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING HELD FEBRUARY 23, 2016

#### PARKS & RECREATION FEES AND CHARGES SCHEDULE FOR 2016/2017

That it be recommended that Council approve the Parks & Recreation Fees and Charges Schedule for the period April 1, 2016 to March 31, 2017 as outlined in the report from the Director of Parks & Recreation dated February 5, 2016.



# FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING HELD MARCH 1, 2016

#### **GREATER VICTORIA PUBLIC LIBRARY BOARD BUDGET REQUEST**

Consideration of GVPL 2016 budget request in the amount of \$5,395,089.





#### The Corporation of the District of Saanich



### Report

To: Mayor and Council

From: Valla Tinney, Director of Finance

Date: April 13, 2016

Subject: 2016 Greater Victoria Public Library Budget

#### DISCUSSION

The Greater Victoria Public Library presented their 2016 Budget at the Special Committee of the Whole meeting March 1st. The library Board requested \$5,395,089 as Saanich's contribution for its 2016 budget. This is a \$131,179 increase over 2015 levels or 2.49%. The increase for 2016 is attributed to operational increases and a reduction in fine revenues.

The 2016 Saanich budget includes funding for this contribution.

#### **NEXT STEPS**

That Council approve the 2016 Greater Victoria Public Library Operating Budget of \$5,395,089.

Prepared by

Paul Arslan

Senior Manager of Financial Services

Approved by

Valla Tinney

**Director of Finance** 

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LEGISLATIVE DIVISION DISTRICT OF SAANICH

#### CHIEF ADMINISTRATIVE OFFICER'S COMMENTS:

I endorse the recommendation of the Director of Finance.

Paul Thorkelsson, CAO

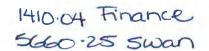
Mayor Councillors Administrator

#### **REFERRAL**

## FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING HELD MARCH 1, 2016

### SWAN LAKE CHRISTMAS HILL NATURE SANCTUARY SOCIETY 2016 MANAGEMENT FEE

Consideration of Swan Lake Christmas Hill Nature Sanctuary Management Fee in the amount of \$369,750.





#### The Corporation of the District of Saanich

### Report

To: Mayor and Council

From: Valla Tinney, Director of Finance

Date: April 13, 2016

Subject: 2016 Swan Lake Christmas Hill Nature Sanctuary Contract

### Mayor Councillors Administrator

#### DISCUSSION

The Swan Lake Christmas Hill Nature Sanctuary presented their 2016 contract request at the Special Committee of the Whole meeting of March 1st. The request is for \$369,750 or 8.75% over the 2015 contract of \$340,000. The increase covers operational costs associated with salaries and building and trail maintenance.

The current 2016 Saanich budget includes only a 2% increase over the 2015 contract or \$6,800 increase in funding for this contribution. The additional \$22,950 will result in a .02% increase to property taxes.

#### RECOMMENDATION

That Council consider the request for the 2016 Swan Lake Christmas Hill Nature Sanctuary contract fee of \$369,750.

Prepared by

Paul Arslan

Senior Manager of Financial Services

Approved by

Valla Tinnev

**Director of Finance** 

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LEGISLATIVE DIVISION DISTRICT OF SAANICH

#### **CHIEF ADMINISTRATIVE OFFICER'S COMMENTS:**

I endorse the recommendation of the Director of Finance.

Paul Thorkelsson, CAO

#### **RECOMMENDATION**



### FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING HELD MARCH 15, 2016

#### 2016 COMMUNITY ASSOCIATION OPERATING GRANTS

That it be recommended that Council approve the following 2016 Community Association Operating Grants as outlined in the report from the Director of Finance dated March 8, 2016.

Organization	Grant	Insurance
Blenkinsop Valley Community Association	1,100	500
Broadmead Area Residents Association	1,100	500
Cadboro Bay Residents Association	1,100	500
Camosun Community Association	1,100	500
Cordova Bay Assn. for Community Affairs	1,100	500
Falaise Community Association	1,100	500
Friends of Mt. Doug Park Society	1,100	500
Gordon Head Residents Association	1,650	500
Gorge Tillicum Community Association	1,650	500
Mt. Tolmie Community Association	1,100	500
Mt. View Colquitz Community Association	1,100	500
North Quadra Community Association	1,100	500
P.I.S.C.E.S.	1,100	500
Prospect Lake & District Community Assoc.	1,100	500
Quadra Cedar Hill Community Association	1,650	500
Residents of Strawberry Vale, Marigold &	1,650	500
Glanford Community Association		
Rithet's Bog Conservation Society	1,100	500
Royal Oak Community Association	1,100	500
Total	\$22,000	\$9,000 "

#### RECOMMENDATION

Mayor Councillors Administrator

### FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING HELD MARCH 15, 2016

#### 2016 HIGH SCHOOL DRY GRAD GRANT REQUESTS

That it be recommended that Council approve the 2016 Dry Grad applications from the Claremont All Night Dry Grad Committee, Spectrum's 2016 Dry Grad Celebration Committee and St. Andrews Regional High School 2016 After-Grad Committee, up to the amount of \$3,205.

Mayor Councillors Administrator

#### RECOMMENDATION

## FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING HELD APRIL 12, 2016

#### **2016 COUNCIL REMUNERATION**

That it be recommended that Council approve 2016 remuneration of \$39,492.27 for Councillors and \$99,362.91 for the Mayor in accordance with the survey conducted under Council policy and outlined in the report of the Director of Finance dated April 7, 2016.

Mayor Councillors Administrator

#### **RECOMMENDATION**

### FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING HELD APRIL 12, 2016

#### CADBORO BAY VILLAGE BUSINESS IMPROVEMENT ASSOCIATION

That it be recommended that Council approve the 2016 Cadboro Bay Village Business Improvement Association funding request and property taxation levy in the amount of \$20,000.

Mayor Councillors Administrator

#### **RECOMMENDATION**

# FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING HELD APRIL 12, 2016

#### **2016 CREST LEVY**

That it be recommended that Council approve the 2016 CREST Levy in the amount of \$594,363.

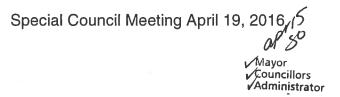
#### RECOMMENDATION

# FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING HELD APRIL 12, 2016

#### 2016 ONE TIME RESOURCE REQUESTS

That it be recommended that Council approve the following resource requests as outlined in the report from the Director of Finance dated April 6, 2016:

- 1) Acquisition of listed equipment totalling \$207,230 funded from the Machinery and Equipment Reserve Fund;
- 2) Returning the accumulated surplus to over \$6 million with a transfer of \$400,000;
- 3) All of the one-time resource requests totalling \$1,058,750 to be funded from surplus;
- 4) Transfer of the remaining 2015 surplus (minimum \$616,950) to the Facility Replacement Reserve Fund.



# RECOMMENDATION FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING HELD APRIL 12, 2016

#### **ONGOING RESOURCE REQUESTS / BUDGET REDUCTION OPTIONS**

That it be recommended that Council approve Option #3 in the report from the Chief Administrative Officer dated April 6, 2016, which would reduce the 2016 property tax increase to 2.75%.

Special Council Meeting April 19, 2016

Mayor
Councillors
Administrator

#### **RECOMMENDATION**

# FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING HELD APRIL 12, 2016

#### REVENUE, TAX AND TAX EXEMPTION POLICIES AND OBJECTIVES

That it be recommended that Council approve the revenue, tax and tax exemption policy statements outlined in the report from the Director of Finance dated April 16, 2016 for inclusion in the 2016-2020 Financial Plan Bylaw.