



City of Revelstoke
Financial Plan 2009-2013
March 17, 2009



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EXECUTIVE SUMMARY

INTRODUCTION

Revelstoke's financial plan for the five year period 2009-2013 has been prepared against a backdrop of severe economic uncertainty while demands for services and expectations of achieving community goals remain unabated. It is indeed a challenge to develop a five year financial plan to anticipate the needs of future growth when the timing of such growth is uncertain.

During the financial planning review process Council has considered a number of scenarios that have presented differing results. The final draft being presented to the public for review and comment is the one contained in this report.

GENERAL OPERATING REVENUES

Property taxes

The plan forecasts that property taxes will rise by 14.78% in 2009. This assumes a property tax increase of 7.00% for all classes, except Class 4 which will see a 17% reduction, with the balance attributable to growth. Property taxes are forecast to increase by 5.00% in 2010, 5.00% in 2011, 5.00% in 2012 and 5.00% in 2013.

Because of the effect of Bill 55 on Class 2 (Utility rates) the actual overall property tax increase for 2009 is 5.23%. The plan assumes a property tax growth rate over the remaining four years of 3.50% a year attributable to new construction. Actual results will depend upon the amount of development that will occur.

New construction for 2009 amounts to \$90,157,156 from which it is estimated an additional \$557,560 in property tax revenues will be generated for the city. The extraordinary growth in 2009 is not believed to be sustainable.

Grants-in-lieu

In 2006 the province announced an increase in the BC hydro dam grant which commenced in 2007 and will be linked to the City's property tax increases. This increase in revenue has been incorporated in the financial plan. As a result the revenue from this source shows a 7.48% increase in 2009. It is not exactly the same as the property tax increase for 2008 on which the 2009 increase is based because not all of the grants-in-lieu are indexed the same way as the dam grant.

Regional District Contributions

Cost sharing contributions from the CSRD are projected to increase in 2009 by 16.59%. These are linked directly to the underlying cost centres and fluctuate depending upon the costs associated with those centres.

Provincial Transfers

The provincial government has started its phased increase in the small communities unconditional grant funding¹. The province has committed to increasing the funding for this programme by 100% over five years commencing 2006. However, the formula favours smaller, low growth communities and therefore it is unlikely that Revelstoke will see its grant double over the stated time frame.

In addition, this category of revenue now incorporates a full year of the hotel tax funding. As a result, the anticipated funding has been increased in 2009 by 36.66%. This source of funding is, of course, offset by equivalent expenditures in the Community Economic Development function.

GENERAL OPERATING EXPENDITURES (Appendix 1 Pages 18-19)

General operating expenditures are forecast to increase from \$11,705,499 in 2008 to \$14,058,160 in 2009, or 20.10%. This increase includes a provision for amortization of fixed assets of \$1,150,000. There was no provision for amortization in 2008. The main cost drivers can be seen in Appendix 9 pages 36 to 40. By the last year of the five year financial plan annual operating expenses are projected to be \$15,476,968. Although the plan identifies \$429,480 (Appendix 9 page 40) in potential additional cost reductions for 2009, choosing to eliminate these costs could have a serious impact on the city's ability to continue operating at its current service level.

Readers of past financial plans will notice that the format has changed slightly in the presentation of the general and utility operating funds. These now incorporate budgets for amortization of fixed assets in accordance with PSAB 3150. These amortization charges provide an indication of the rate at which the city's fixed assets are being used up in the provision of services. Funding for this expense is provided by an equal transfer from (reduction in) equity in capital assets. Equity in capital assets is replenished by actual funds invested in new capital assets or reduction in debt. We are therefore able to gauge whether the city is investing more in capital assets than is being used up. This does not necessarily mean however that the city is re-investing in the assets that are depreciating and there are many assets, such as roads, water and sewer lines that are rapidly approaching the end of their useful lives and will require significant investment to replace or rehabilitate.

¹ The province has temporarily renamed this funding the "Strategic Community Investment Funds" and has accelerated payment to communities over the 2009-10 period. Revelstoke will not be receiving any additional funds and has already budgeted to receive these funds over the 2 year period to meet the cost of core services. The funds received in advance will simply be carried forward to the following year as budgeted.

General Government (Appendix 2 pages 20-22)

This area of operating expenditures is anticipated to increase by 7.14% in 2009. Most of this increase is related to updating the line item budgets to equate to historical costs and 2009 now incorporates a full year's costs for the new Programmer/Software Analyst position. There is also a new provision for operating costs associated with the Century Vallen building acquired by the city late last year. These costs are offset by rental revenues in the revenue section of the plan.

It is proposed that a new secretarial position be created in the Administration Department with a view to provide additional assistance and to accommodate succession planning. Since sufficient funds already exist in the casual budget, this proposal has no cost increase associated with it.

Fire Protection (Appendix 3 page 23)

Fire protection expenses are anticipated to increase by 9.57% in 2009. The plan incorporates a proposal for the secretarial position to be increased to an FTE and migrated to a dispatcher position. This is unlikely to happen before September. The plan incorporates estimates of the effect of the recent IAFF contract for the period January 1, 2007 to December 31, 2009. This has just been finalized with an 11% increase over three years plus a further 2.5% at December 31, 2009 when the current contract runs out.

Planning, Development and Bylaw Enforcement (Appendix 4 pages 24-25)

This area of operations is forecast to have increased expenditures in 2009 of 14.12%. Most of the increase relates to staffing costs.

Police and Court House Services (Appendix 5 page 26)

The RCMP contract is forecast to increase in 2009 as well as in each of the subsequent years of the plan and this is the main reason for the 6.96% increase for this function. Council has approved an additional member in principle to commence January 1, 2010 but there has not yet been an official request for an additional member. Also the provision for overtime has risen substantially (\$20,000) to accommodate new regulations for back up for member call outs as well as prisoner costs (\$20,000) to reflect actual historical costs.

Although the Treasury Board Secretariat has revised its decision on member pay increases to a limit of 1.5% for each of the years 2009 and 2010, there is a caveat that this decision could be overturned. Therefore, the financial plan does not include any costs savings attributable to this decision at the time of writing this report. The potential savings are about \$9,000 in 2009 and about \$24,000 a year commencing 2010.

Public Works and Engineering (Appendix 6 pages 27-30)

This function is anticipated to have a 4.34% increase in operating expenditures in 2009. The snow removal budget is increased to \$650,000 in 2009 plus \$50,000 for sanding, with modest increases over the remainder of the plan. Snow removal costs exceeded the 2008 budget by some \$300,000. It is an area of the budget that is subject to the vagaries of the weather and therefore difficult to forecast with any degree of accuracy.

It is proposed that an additional engineering technician be hired in 2009 to assist with the volume of work. It is anticipated that a substantial proportion of the costs associated with this position will be recovered from capital projects.

Although additional staff are required to adequately provide the service levels necessary in public works and parks (including boulevards and revitalization areas) the financial plan does not include any provision for such additions. Work programmes will be tailored according to the resources available.

Transit (Appendix 1 page 18)

Transit costs now include the additional IHA contract and, while we receive a detailed budget from BC Transit projecting the likely costs of both services, it is always challenging to predict the actual outcomes.

Community Economic Development (Appendix 7 pages 31-32)

Community Economic Development expenditures are anticipated to increase by 38.36% in 2009. A substantial portion of this number relates to the hotel tax funding for a full year and therefore has no impact on the general operating result.

A further \$100,000 is budgeted in 2009 for the Revelstoke Community Housing Society (RCHS) and \$50,000 for the Social Coordinator. In the financial plan for 2008-2012 only \$25,000 was budgeted for the Social Coordinator in 2009 and nothing for the RCHS. Therefore \$125,000 is being budgeted in 2009 than was originally forecast.

Recreation (Appendix 8 pages 33-35)

The Recreation Department shows a 7.66% increase in expenditures for 2009. Most of the increase in overheads relates to staffing costs at the various facilities in order to maintain their availability at current levels.

GENERAL OPERATING RESULTS (Appendix 1 page 18)

Based on the anticipated property tax increases noted above and the forecast expenditures outlined in the plan, it is expected that there will be a general operating surplus/(deficit) of \$61,899 in 2009, \$(35,845) in 2010, \$67,052 in 2011, \$66,123 in 2012 and \$82,192 in 2013.

Overall, the general operating surplus is expected to move from about \$400,000² at the beginning of the five year plan to \$641,420 at the end.

CAPITAL EXPENDITURES (Appendix 10 pages 41-51)

The Community Works Fund³ in years 2011-2013 has been included as contributing to largely unspecified projects at this time. Staff will bring to Council at the appropriate time proposals on how these funds can best be spent.

Capital out of revenue expenditures for 2009 are \$453,250 compared to \$447,500 in 2008 - an increase/(decrease) of \$5,750. This has a direct impact on the general operating result for the year and the requirement for funding out of general revenue (property taxation).

Total capital expenditures over the five year period amount to \$50,408,780. These are made up as follows:

Roads and other infrastructure	\$9,303,930
Buildings and equipment	\$14,810,850
Other	\$2,773,000
Water infrastructure	\$5,834,500
Sewer infrastructure	\$17,686,500

Funding for these projects is projected to come from the following sources:

General revenue	\$2,043,930
Reserves	\$12,368,250
Borrowing	\$21,305,500
DCC's	\$5,411,000
Grants and other funding	\$9,280,100

The capital projects schedule includes two initiatives scheduled for 2009 that will have significant operating cost savings. The first is the installation of new technology on the city's streetlights that will enable us to selectively dim them remotely at programmed times, thus saving energy. This project is forecast to cost \$400,000 less a 60% grant from BC hydro. The payback on this project is estimated to be 2.5 years. The second project is the installation of a mesh network around the city at a cost of about \$160,000 (Phase 1). This will enable us to drop a significant number of telephone lines and increase the efficiency of our telecommunications. We currently spend about \$85,000 a year on land and cell phone charges and it is estimated that the installation of the mesh network will save about 50% of this cost annually. Phase 2 of this project will take place approximately one year later at a cost of about \$155,000. Both parts of the project are intended to be leased through MFA over five years.

² This is an estimate only and is dependent upon the actual results being determined for the year ended December 31, 2008.

³ The Community Works Fund is managed by the UBCM on behalf of the federal government for the distribution of gas tax money to municipal governments.

Community Works Fund

The five year plan anticipates annual funds being received from the federal government with respect to the “New Deal” for municipalities” (the return of gas tax funds). This funding is shown in Appendix 10 page 41, Capital out of Revenue, and assumes that it will be used to fund projects already identified in that category, such as the OCP review and Liquid Waste Management Plan for 2007-2009. Although the terms of the Community Works Fund are somewhat broad, qualifying projects are required to have a “green” element. Since the projects listed in the plan have not been the subject of an application to the Community Works Fund it is not known at the time of this report whether or not said funding will be made available for any of the identified projects. As yet unspecified projects are included in the plan for 2011-2013 to meet this anticipated funding source.

RESERVE FUNDS (Appendices 13-28, pages 57-72)

Reserve funds are projected to move from \$1,571,515 at the end of 2009 to \$7,053,574 at the end of 2013. The following table indicates the projected balances in each of the funds:

Reserve Funds:					
Building	7,013	7,876	110,257	321,282	680,721
Cemetery	856	899	432	966	1,014
Fire Capital Replacement	7,868	3,956	30,291	77,931	296,052
Recreation Capital Replacement	323	553	210,408	614,743	987,788
Equipment Replacement	783	3,897	85,066	186,695	571,897
Park land Cash in lieu	215,300	220,733	226,302	232,009	237,860
Land Sale	396,298	902,943	1,447,587	2,033,079	2,662,483
Community Centre Operating	200,000	200,000	200,000	200,000	200,000
Water Replacement	408,475	510,899	654,319	915,097	1,217,102
Sewer Replacement	211,538	128,839	111,706	86,542	80,619
Snow Removal	1,250	1,313	1,378	1,447	1,519
Liability Self-insurance	38,950	39,924	40,922	41,945	42,994
Police Station Capital	82,863	84,443	83,540	74,905	73,525
	\$1,571,515	\$2,106,274	\$3,202,208	\$4,786,640	\$7,053,574

Note: Any balances shown in parenthesis are deficits and are not permitted. Expenditures will have to be reduced or funding increased to correct these deficits before the financial plan is finalized⁴.

The Version Analysis on page 12, “Building Our Reserves”, shows substantial increases in reserve funding for several of the reserve funds over the duration of the plan in accordance with the previous financial plan to meet the costs of identified projects. These increases have a direct impact on general operating results and consequently property taxes. The increase/(decrease) in transfer to reserves for 2009 is \$460,000.

⁴ All reserve fund balances are subject to the finalizing of balances at December 31, 2008 which is in progress at the time of writing this report. The Electric Utility Reserve Fund is accounted for separately and the DCC funds are not included as they are not technically reserves.

DEVELOPMENT COST CHARGES⁵ (Appendix 20 pages 63-64)

At the beginning of 2009 the DCC fund balance was \$36,982 . Based on development projections it is anticipated that this fund will amount to \$7,892,22001 at the end of 2013. However, readers should be cautioned that this number is directly related to the amount and mix of development growth⁶ and the actual results could be significantly different to those currently forecast.

BORROWING (Appendix 12 pages 52-55)

The financial plan indicates that, based on the capital projects identified, borrowing of an additional \$21,305,500 will be required over the term of the plan. The City’s debt will move from \$17,683,97000 at the end of 2009 to \$31,262,983 at the end of 2013.

New borrowing in each year is estimated to be as follows:

2009	2010	2011	2012	2013
\$3,763,000	\$3,395,000	\$9,832,500	\$1,665,000	\$2,650,000

The plan includes about \$1.3 million of borrowing to further expand the sewer treatment plant to meet growth in accordance with the DCC bylaw. The expectation is that future DCC receipts will be sufficient to meet the servicing costs of this debt as well as the servicing costs of the \$1.5 million already borrowed for phase 1 of this project. While the projections are that sufficient DCC’s will be in the fund to pay these costs there is always the possibility that future growth will be insufficient to provide enough DCC’s to cover these debt servicing costs. The sewer DCC fund projection indicates that there will be sufficient funds to cover phase 2 without borrowing but this dependent upon actual development.

Debt principal and interest payments in the general operating fund are projected to increase by \$78,366 in 2009 due to borrowing committed to in 2008.

UTILITIES - water & sewer (Appendices 29-30, pages 73-76)

The residential water rate is forecast to increase from \$303 in 2008 to \$309 in 2009 while residential sewer rates are forecast to increase from \$176 in 2008 to \$180 in 2009. Future increases will be dependent on future operating and capital requirements. Commercial rates will increase at the same percentage rate.

Garbage rates are forecast to increase from \$96 in 2008 to \$106 in 2009. (Appendix 6 page 28).

⁵ Although DCC’s are included with reserves in the plan under the title of Future Services Upgrades, they are not reserves. They are in fact funds received on account of future works to be carried out by the City and therefore constitute a liability until such time as those funds are used to finance a project identified in the DCC bylaw.

⁶ These numbers are based on projections from the Planning Department as to the amount and mix of development over the period covered by the plan.

PROPERTY TAX BURDEN (Appendices 31-33 pages 77-78)

The following table demonstrates the property tax burden on example residential (Class 1) and business (Class 6) properties:

Residential	Class 1		Increase	House A	House B	House C	House D
Assessed value		2008		\$100,000	\$200,000	\$350,000	\$500,000
Assessed value		2009	-0.69%	\$99,305	\$198,610	\$347,568	\$496,525
Tax rate		2008	3.0514	\$305	\$610	\$1,068	\$1,526
Tax rate		2009	3.2878	\$326	\$653	\$1,143	\$1,632
Increase		\$		\$21	\$43	\$75	\$107
Increase		%		7.00%	7.00%	7.00%	7.00%
Business	Class 6		Increase	Business A	Business B	Business C	Business D
Assessed value		2008		\$100,000	\$250,000	\$500,000	\$1,000,000
Assessed value		2009	-1.11%	\$98,891	\$247,227	\$494,455	\$988,909
Tax rate		2008	20.1401	\$2,014	\$5,035	\$10,070	\$20,140
Tax rate		2009	21.7915	\$2,155	\$5,387	\$10,775	\$21,550
Increase		\$		\$141	\$352	\$705	\$1,410
Increase		%		7.00%	7.00%	7.00%	7.00%

CONCLUSION

The city faces significant challenges in meeting its capital replacement programme without committing additional funding to its reserves. With aging infrastructure and equipment it is important to ensure that provision is made for its replacement when necessary. As well the introduction of new subdivisions creates a demand for additional equipment and manpower to service those developments when property tax revenues from those subdivisions may not be at their optimum levels due to a slow down in construction. The city has to anticipate and gear up to meet the expectations of those new subdivisions while their actual development may be on hold or delayed.

The worldwide recession will inevitably have an impact on Revelstoke but it is unclear how severe the effect will be. Different economists have predicted different times at which the economy will begin to turn around. But no one disputes that the recession will be longer and deeper than ever before. The city needs to be sensitive to this outlook as it moves forward with the financial planning process.

There are factors currently in play that may assist the city going forward. Inflation is reducing as well as the upward pressure on construction costs. Energy costs have decreased substantially from an all time high in the Summer of 2008. The recently announced federal budget appears to provide significant opportunities for municipalities to engage in infrastructure spending but there is always the caveat that federal/provincial funding will likely have to be matched with municipal funding. There is a limit, of course, to how much Revelstoke can contribute both in terms of funding, more than likely to be borrowing, and other resources.

CITY OF REVELSTOKE

Financial Plan 2009-2013



March 17, 2009

VERSION ANALYSIS

RESULTS	Scenario displayed → Council				
	2009	2010	2011	2012	2013
Closing balances:					
Surplus (General)	461,899	426,053	493,105	559,228	641,420
Total reserves/surplus	6,013,807	9,089,515	12,649,336	14,345,801	17,195,222
Total Debt	17,683,970	20,406,252	29,391,186	29,883,094	31,262,983
Equity in Capital Assets	28,325,062	33,271,131	37,452,107	42,215,461	45,941,993
General operating:					
Capital out of revenue	453,250	489,563	355,466	368,489	377,163
Debt financing	876,371	1,053,180	1,305,315	1,649,043	1,665,293
Surplus/(deficit) for yr.	61,899	(35,845)	67,052	66,123	82,192
Other:					
Property tax increase	7.00%	5.00%	5.00%	5.00%	5.00%
Applicable to debt	1.23%	2.43%	3.19%	4.01%	0.17%
Capital out of revenue	0.09%	0.50%	-1.70%	0.15%	0.09%
Reserves and surpluses	7.51%	7.58%	6.35%	4.01%	8.19%
Operational	-1.84%	-5.51%	-2.84%	-3.17%	-3.46%

Building our Reserves

	2008	2009	2010	Contributions		2009	2010	Balance	2012	2013		
				2011	2012			2011				
		Council										
Equipment Replacement	\$165,000	\$235,000	\$405,000	\$480,000	\$670,000	\$1,000,000	\$783	\$3,897	\$85,066	\$186,695	\$571,897	
Cemetery Replacement	\$55,000	\$43,000	\$25,000	\$21,000	\$22,000	\$10,000	\$856	\$899	\$432	\$966	\$1,014	
Fire Capital Replacement	\$40,000	\$271,000	\$542,000	\$760,000	\$925,000	\$1,200,000	\$7,868	\$3,956	\$30,291	\$77,931	\$296,052	
Recreation Reserve	\$255,000	\$367,000	\$625,000	\$600,000	\$600,000	\$650,000	\$323	\$553	\$210,408	\$614,743	\$987,788	
Building Reserve	\$90,000	\$194,000	\$123,000	\$258,000	\$247,000	\$350,000	\$7,013	\$7,876	\$110,257	\$321,282	\$680,721	
Community Centre Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	
RCMP Building Reserve	\$45,000	\$0	\$0	\$0	\$0	\$0	\$82,863	\$84,443	\$83,540	\$74,905	\$73,525	
Land Reserve	\$0	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$396,298	\$902,943	\$1,447,587	\$2,033,079	\$2,662,483	
Total	(Appendix 1)	\$650,000	\$1,110,000	\$1,760,000	\$2,159,000	\$2,504,000	\$3,250,000	\$696,002	\$1,204,567	\$2,167,581	\$3,509,600	\$5,473,481

Snow removal

	2009	2010	2011	2012	2013
	Council				
Snow removal	650,000	660,000	670,000	680,000	690,000
Sanding	50,000	55,000	60,000	65,000	70,000



Version Summary for	Council	scenario:
Snow removal	Council	
Building reserves	Council	
Revenues	Council	
Expenses	Council	
Growth	High growth	
Gen. Govt. Exps.	Council	
Fire Protection	Council	
Planning	Council	
RCMP	Council	
Public Works	Council	
Garbage Collection	One-man truck	
CED	Council	
Recreation Expenses	Council	
Recreation Revenues	Council	
Increases	Council	
Discretionary increases	Council	
Capital out of revenue	Council	
Equipment replacement	Council	
FD Capital	Council	
Recreation Capital	Council	
Cemetery Capital	Council	
RCMP Capital	Council	
General Govt. Capital	Council	
Land Sale	Council	
Land Sale Transfer	Council	
Water Capital	Council	
Sewer Capital	Council	
Water revenues	Council	
Water expenses	Council	
Water Rates	Council	
Sewer revenues	Council	
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Sewer rates	Council	

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CITY OF REVELSTOKE

FINANCIAL PLAN 2009-2013

SCHEDULE A OF BYLAW NO.
SUMMARY

		2009	2010	2011	2012	2013
Revenues						
Property taxation	23.91%	\$7,284,027	\$7,903,169	\$8,574,939	\$9,303,809	\$10,094,632
1% Utility tax	0.44%	135,000	136,000	136,000	136,000	136,000
Frontage tax	0.34%	105,000	158,664	297,840	433,325	538,568
Fees and Charges						
Sale of services	6.66%	2,029,267	2,053,050	2,073,933	2,083,375	2,096,758
User fees - water and sewer	6.40%	1,949,633	2,033,750	2,135,620	2,152,134	2,259,032
Other Revenue						
Grants/Other Governments	17.86%	5,441,715	6,182,103	5,342,635	5,504,096	4,666,632
Other	11.68%	3,559,265	2,166,247	2,340,650	2,490,484	2,611,925
Transfers from reserves and surplus	11.45%	3,487,500	2,258,700	2,148,500	2,123,500	2,350,050
Debt proceeds	12.35%	3,763,000	3,395,000	9,832,500	1,665,000	2,650,000
DCC'S	3.62%	1,101,748	896,945	1,237,404	1,583,773	1,273,773
Transfer from equity in capital assets	4.92%	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Transfer from prior years' surplus	0.36%	109,027	49,633	0	40,411	40,249
Total	100.00%	\$30,465,182	\$28,733,261	\$35,620,021	\$29,015,906	\$30,217,620
Expenditures						
General operating	39.49%	\$12,031,790	\$12,036,725	\$12,261,975	\$12,471,425	\$12,661,675
Water utility	1.87%	568,500	592,000	575,000	579,000	585,500
Sewer utility	1.74%	528,800	534,800	539,800	549,300	557,800
Transfers to reserves and surplus	6.06%	1,845,465	2,971,947	3,544,350	4,068,684	4,993,025
Capital expenditures	41.01%	12,494,250	9,294,263	14,820,466	6,950,989	6,848,813
Amortization of capital assets	4.92%	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Debt principal repayments	1.25%	382,187	546,806	693,011	977,365	1,027,719
Debt interest payments	3.38%	1,030,972	1,256,721	1,593,084	1,853,021	1,960,896
Transfer to prior years' surplus	0.27%	83,219	0	92,336	66,123	82,192
Total	100.00%	\$30,465,182	\$28,733,261	\$35,620,021	\$29,015,906	\$30,217,620

CITY OF REVELSTOKE

FINANCIAL PLAN 2009-2013

SCHEDULE A OF BYLAW NO.

SCHEDULE B OF BYLAW NO.

Capital expenditures

General Capital Fund

Roads and other infrastructure

Buildings and equipment

Other

Water Capital Fund

Infrastructure upgrades

Sewer Capital Fund

Infrastructure upgrades

Total

Source of funds

General revenue

Reserve funds

Borrowing

DCC'S

Grants and other funding

Total

Capital Expenditures Sched's B=A

	2009	2010	2011	2012	2013	Total	General Revenue	Reserves	Borrowing	DCC'S	Grants and Other
Roads and other infrastructure	\$3,871,250	\$1,957,563	\$1,343,466	\$736,489	\$1,395,163	\$9,303,930	\$2,043,930		\$3,820,000		\$3,440,000
Buildings and equipment	1,802,500	2,063,700	7,054,000	1,842,000	2,048,650	\$14,810,850		8,827,250	5,897,500		86,100
Other	1,833,000	620,000	100,000	120,000	100,000	\$2,773,000		1,615,000		795,000	363,000
Infrastructure upgrades	1,151,000	756,000	1,385,000	1,417,500	1,125,000	\$5,834,500		1,128,500	950,000	3,756,000	
Infrastructure upgrades	3,836,500	3,897,000	4,938,000	2,835,000	2,180,000	\$17,686,500		797,500	10,638,000	860,000	5,391,000
Total	\$12,494,250	\$9,294,263	\$14,820,466	\$6,950,989	\$6,848,813	\$50,408,780	\$2,043,930	\$12,368,250	\$21,305,500	\$5,411,000	\$9,280,100
General revenue	\$453,250	\$489,563	\$355,466	\$368,489	\$377,163	\$2,043,930					
Reserve funds	3,487,500	2,258,700	2,148,500	2,123,500	2,350,050	\$12,368,250					
Borrowing	3,763,000	3,395,000	9,832,500	1,665,000	2,650,000	\$21,305,500					
DCC'S	1,025,000	776,000	1,100,000	1,410,000	1,100,000	\$5,411,000					
Grants and other funding	3,765,500	2,375,000	1,384,000	1,384,000	371,600	\$9,280,100					
Total	\$12,494,250	\$9,294,263	\$14,820,466	\$6,950,989	\$6,848,813	\$50,408,780					
Capital Expenditures Sched's B=A	OK	OK	OK	OK	OK						

City of Revelstoke

Financial Plan 2009-2013

Summary of Financial Resources

	2009	2010	2011	2012	2013
Total Reserves and Accumulated Surpluses at January 1	\$5,474,360	\$6,013,807	\$9,089,515	\$12,649,336	\$14,345,801
Income	24,266,907	24,027,983	30,734,117	23,768,223	25,053,548
DCC receipts	3,309,039	3,309,039	3,309,039	1,309,342	1,438,276
Expenditures:					
Operating	(13,129,090)	(13,163,525)	(13,376,775)	(13,599,725)	(13,804,975)
Capital	(12,494,250)	(9,294,263)	(14,820,466)	(6,950,989)	(6,848,813)
Debt servicing	(1,413,159)	(1,803,527)	(2,286,094)	(2,830,386)	(2,988,615)
Total Reserves and Accumulated Surpluses at December 31	\$6,013,807	\$9,089,515	\$12,649,336	\$14,345,801	\$17,195,222

Reserve Funds:					
Building	7,013	7,876	110,257	321,282	680,721
Cemetery	856	899	432	966	1,014
Fire Capital Replacement	7,868	3,956	30,291	77,931	296,052
Recreation Capital Replacement	323	553	210,408	614,743	987,788
Equipment Replacement	783	3,897	85,066	186,695	571,897
Park land Cash in lieu	215,300	220,733	226,302	232,009	237,860
Land Sale	396,298	902,943	1,447,587	2,033,079	2,662,483
Community Centre Operating	200,000	200,000	200,000	200,000	200,000
Water Replacement	408,475	510,899	654,319	915,097	1,217,102
Sewer Replacement	211,538	128,839	111,706	86,542	80,619
Snow Removal	1,250	1,313	1,378	1,447	1,519
Liability Self-insurance	38,950	39,924	40,922	41,945	42,994
Police Station Capital	82,863	84,443	83,540	74,905	73,525
	\$1,571,515	\$2,106,274	\$3,202,208	\$4,786,640	\$7,053,574
Development Cost Charges					
Future Services Upgrading	\$2,303,223	\$4,893,804	\$7,265,355	\$7,351,676	\$7,892,220
Electric Utility Reserve Fund					
	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Operating Surpluses:					
General	461,899	426,053	493,105	559,228	641,420
Water	172,429	163,262	172,054	139,318	103,302
Sewer	4,742	121	16,613	8,938	4,705
	\$639,070	\$589,437	\$681,772	\$707,485	\$749,428
TOTAL	\$6,013,807	\$9,089,515	\$12,649,336	\$14,345,801	\$17,195,222

CITY OF REVELSTOKE

FINANCIAL PLAN 2009-2013

EQUITY IN CAPITAL ASSETS

General	2009	2010	2011	2012	2013
Equity in capital assets brought forward	\$14,130,227	\$18,881,474	\$21,342,792	\$23,203,261	\$25,329,294
Capital acquisitions from:					
Revenue	453,250	489,563	355,466	368,489	377,163
Reserves	2,583,000	1,897,700	1,890,500	1,926,000	2,145,050
DCC's	255,000	520,000	0	20,000	0
Grants and other funding	2,365,500	384,000	384,000	384,000	371,600
Retirement of long term debt	244,497	320,056	380,503	577,544	577,544
Transfer to general operating	(1,150,000)	(1,150,000)	(1,150,000)	(1,150,000)	(1,150,000)
Equity in capital assets carried forward	<u>\$18,881,474</u>	<u>\$21,342,792</u>	<u>\$23,203,261</u>	<u>\$25,329,294</u>	<u>\$27,650,651</u>

Water

Equity in capital assets brought forward	\$5,027,360	\$5,686,446	\$5,952,957	\$7,041,229	\$8,368,718
Capital acquisitions from:					
Revenue	0	0	0	0	0
Reserves	671,000	170,000	135,000	77,500	75,000
DCC's	110,000	206,000	1,050,000	1,340,000	1,050,000
Grants and other funding	0	0	0	0	0
Retirement of long term debt	128,086	140,511	153,272	159,988	159,988
Transfer to water operating	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Equity in capital assets carried forward	<u>\$5,686,446</u>	<u>\$5,952,957</u>	<u>\$7,041,229</u>	<u>\$8,368,718</u>	<u>\$9,403,706</u>

Sewer

Equity in capital assets brought forward	\$1,554,038	\$3,757,143	\$5,975,381	\$7,207,617	\$8,517,449
Capital acquisitions from:					
Revenue	0	0	0	0	0
Reserves	233,500	191,000	123,000	120,000	130,000
DCC's	660,000	50,000	50,000	50,000	50,000
Grants and other funding	1,400,000	1,991,000	1,000,000	1,000,000	0
Retirement of long term debt	9,605	86,239	159,236	239,832	290,186
Transfer to sewer operating	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Equity in capital assets carried forward	<u>\$3,757,143</u>	<u>\$5,975,381</u>	<u>\$7,207,617</u>	<u>\$8,517,449</u>	<u>\$8,887,635</u>
Total Equity in Capital Assets	<u>\$28,325,062</u>	<u>\$33,271,131</u>	<u>\$37,452,107</u>	<u>\$42,215,461</u>	<u>\$45,941,993</u>

GENERAL OPERATING

2008/2009 BUDGET COMPARISON

	2008 Budget	2009 Budget	Note	Increase %	Total %	2010	2011	2012	2013
REVENUES:									
Council									
Taxation	\$6,345,935	\$7,284,027		14.78%	50.12%	\$7,903,169	\$8,574,939	\$9,303,809	\$10,094,632
Specified Area - Revit Phase 2	\$0	\$0		ERR	-0.00%	\$0	\$0	\$0	\$0
1% Utility Taxes	135,000	135,000		0.00%	0.93%	136,000	136,000	136,000	136,000
Grants in Lieu	1,850,712	1,989,196		7.48%	13.69%	2,106,568	2,196,296	2,290,511	2,389,437
Regional District Contributions	467,033	544,519		16.59%	3.75%	559,535	572,339	590,585	604,196
Administrative Services	309,800	351,100		13.33%	2.42%	356,100	371,100	376,100	376,100
Transit	160,000	150,000		-6.25%	1.03%	150,000	150,000	150,000	150,000
Fire Department	7,000	7,000		0.00%	0.05%	7,000	7,000	7,000	7,000
Public Works	813,787	874,817		7.50%	6.02%	888,200	894,083	897,525	910,908
Cemetery	32,000	32,000		0.00%	0.22%	32,000	32,000	32,000	32,000
Recreation	620,250	614,350		-0.95%	4.23%	619,750	619,750	620,750	620,750
Other Revenue, Own Sources	838,300	927,300		10.62%	6.38%	960,300	961,300	971,800	982,300
Provincial Transfers (and other grants)	1,103,500	1,508,000		36.66%	10.38%	1,525,000	1,574,000	1,623,000	1,673,000
Other Contributions and Donations	165,000	116,000		-29.70%	0.80%	60,000	60,000	60,000	60,000
TOTAL OPERATING REVENUES	12,848,317	14,533,309		13.11%		15,303,622	16,148,807	17,059,080	18,036,323
Transfer from Prior Years' Surplus					0.00%				
TOTAL	\$12,848,317	\$14,533,309			100.00%	\$15,303,622	\$16,148,807	\$17,059,080	\$18,036,323
EXPENSES:									
Council									
General Government	1,343,390	1,439,360		7.14%	10.24%	1,483,260	1,541,610	1,558,560	1,594,760
Fire Protection	965,850	1,058,250		9.57%	7.53%	1,048,500	1,073,100	1,112,200	1,118,100
Provincial Emergency Program	91,000	93,000		2.20%	0.66%	93,000	93,000	93,000	93,000
Planning, Building and Bylaw Enforcement	588,000	671,000		14.12%	4.77%	719,500	733,000	748,000	763,500
Animal and Pest Control	88,450	105,250		18.99%	0.75%	105,750	105,950	106,450	106,550
Police and Court House services	1,426,895	1,526,195		6.96%	10.86%	1,654,695	1,698,695	1,735,195	1,763,195
Public Works	2,470,800	2,578,000		4.34%	18.34%	2,593,510	2,634,860	2,685,710	2,736,310
Transit	240,000	240,000		0.00%	1.71%	240,000	240,000	240,000	240,000
Environmental Health (Garbage collection)	302,900	346,750		14.48%	2.47%	348,800	351,800	354,100	356,800
Public Health and Welfare (Cemetery)	106,000	130,000		22.64%	0.92%	132,000	134,000	137,000	140,000
Community Economic Development	1,003,700	1,388,700		38.36%	9.88%	1,168,700	1,171,200	1,174,700	1,177,700
Recreation and Culture	2,280,510	2,455,285		7.66%	17.47%	2,449,010	2,484,760	2,526,510	2,571,760
Amortization of capital assets	0	1,150,000		ERR	8.18%	1,150,000	1,150,000	1,150,000	1,150,000
Debt principal repayments	212,681	244,497		14.96%	1.74%	320,056	380,503	577,544	577,544
Debt interest payments	585,324	631,874		7.95%	4.49%	733,124	924,812	1,071,499	1,087,749
TOTAL OPERATING EXPENDITURES	\$11,705,499	\$14,058,160		20.10%	100.00%	14,239,905	14,717,290	15,270,468	15,476,968
OPERATING SURPLUS/(DEFICIT) FOR THE YEAR	1,142,818	475,149				1,063,717	1,431,518	1,788,612	2,559,355
Capital expenditures	(3,718,055)	(7,506,750)				(4,641,263)	(8,497,466)	(2,698,489)	(3,543,813)
Less: Grants and other funding	658,300	2,365,500				384,000	384,000	384,000	371,600
Funding from reserves	1,607,255	2,583,000				1,897,700	1,890,500	1,926,000	2,145,050
Funding from debt	1,000,000	1,850,000				1,350,000	5,867,500	0	650,000
Funding through DCC's	5,000	255,000				520,000	0	20,000	0
Capital out of revenue	(447,500)	(453,250)				(489,563)	(355,466)	(368,489)	(377,163)
SURPLUS/(DEFICIT) FOR THE YEAR	695,318	21,899				574,155	1,076,052	1,420,123	2,182,192
Transfer from equity in capital assets	0	1,150,000				1,150,000	1,150,000	1,150,000	1,150,000
Transfer to reserves funds	(650,000)	(1,110,000)				(1,760,000)	(2,159,000)	(2,504,000)	(3,250,000)
NET SURPLUS/(DEFICIT)	45,318	61,899				(35,845)	67,052	66,123	82,192
SURPLUS BROUGHT FORWARD	467,000	400,000				461,899	426,053	493,105	559,228
SURPLUS CARRIED FORWARD	512,318	461,899				426,053	493,105	559,228	641,420
Average estimated property tax increase for all classes		5.23%				5.00%	5.00%	5.00%	5.00%

Appendix

Sensitivity factors:	High growth			
Revenue from new construction	3.50%	3.50%	3.50%	3.50%

	5% annually			
Property tax increase	5.00%	5.00%	5.00%	5.00%

Sensitivity results:				
Revenue from new construction	\$254,941	\$276,611	\$300,123	\$325,633
Revenue from tax increase	\$364,201	\$395,158	\$428,747	\$465,190

FINANCIAL PLAN 2009-2013

GENERAL GOVERNMENT EXPENSES

	Notes	2008 Budget	2009 Budget	% Increase	2010	2011	2012	2013
Council								
Legislative	1	156,260	158,560	1.47%	158,560	158,560	158,560	158,560
Administration	2	347,400	353,900	1.87%	364,400	372,900	382,400	390,900
Finance	3	383,400	416,400	8.61%	426,900	438,400	451,400	463,900
Information Technology	4	199,130	258,500	29.81%	274,900	294,300	306,200	319,400
City Rental Property (Century Vallen)	5	0	9,000	ERR	9,000	9,000	9,000	10,000
City Hall Maintenance	6	82,000	84,200	2.68%	85,700	86,700	87,200	88,200
Administration/Finance	7	126,500	136,500	7.91%	136,500	136,500	136,500	136,500
Elections and Referendums	8	16,400	0	-100.00%	0	17,950	0	0
Labour Management	9	32,300	22,300	-30.96%	27,300	27,300	27,300	27,300
		<u>\$1,343,390</u>	<u>\$1,439,360</u>	<u>7.14%</u>	<u>\$1,483,260</u>	<u>\$1,541,610</u>	<u>\$1,558,560</u>	<u>\$1,594,760</u>

FINANCIAL PLAN 2009-2013

GENERAL GOVERNMENT EXPENSES

Notes		Increase/ (Decrease)
1 Legislative:		
Council indemnities	\$1,900	
Advertising	(500)	
Telephone	1,500	
Office supplies	<u>(600)</u>	
		2,300
2 Administration:		
Salaries and benefits increases	\$4,000	
Casual salaries	1,000	
Travel and meeting expenses	500	
Legal services/consultants	<u>1,000</u>	
		6,500
3 Finance Department:		
Audit fees	\$1,000	
Overtime	1,000	
Salaries and benefits	<u>31,000</u>	
		33,000
4 Information Technology		
Salaries and benefits	\$9,800	
Programmer/Software support (inc. fringe) - remainder part	34,000	
Overtime	1,000	
Telephone	2,000	
Software support	11,070	
Memberships and conferences	5,500	
Materials and supplies	1,000	
Programming services	<u>(5,000)</u>	
		59,370
5 Century Vallen rental building		
Wages (inc. fringe)	\$8,000	
Insurance	<u>1,000</u>	
		9,000
6 City Hall Maintenance		
Wages and benefits	\$2,200	
Insurance	0	
Utilities	<u>0</u>	
		2,200
7 Administration/Finance:		
Grants-in-aid:*		
	2008	2009
Unallocated provision	\$3,679	\$15,000
Woodstove Exchange Programme	\$10,000	10,000
Beats & Blues Fundraiser	300	0
DOKK	2,000	0
Dean Kappler	250	0
Revelstoke Ambassador Programme	1,200	0
Revelstoke Community Band	1,000	0
Revelstoke Community Child Care	2,000	0
Revelstoke Crimestoppers	1,540	0
Revelstoke Acrobats	500	0
Revelstoke Curling Club	15,000	0
Revelstoke Forest Workers Association	1,331	0
Revelstoke Lacrosse Association	1,200	0
Total	<u>\$40,000</u>	<u>\$25,000</u>
Increase/(Decrease)		(15,000)

FINANCIAL PLAN 2009-2013

GENERAL GOVERNMENT EXPENSES

Advertising	\$10,000	
MIA Insurance	0	
Office supplies	10,000	
Contingency	5,000	
Contracted services	0	
Columbia Basin Trust administration expenses	0	
		25,000
* Applications for grants-in-aid for the year 2009 must be received by February 28, 2009. The above list is provisional pending these applications.		
8 Election expenses net of School Board contribution		(16,400)
9 Labour Management		
Memberships & training seminars	(\$5,000)	
OMMLRA membership	0	
Contracted services - Safety consultant	0	
Contracted services - management staff recruitment	0	
Staff relocation expenses	(5,000)	
		(10,000)
Overall increase/(decrease)		<u>\$95,970</u>

FINANCIAL PLAN 2009-2013

FIRE PROTECTION

Expenditures	Notes	2008 Budget	2009 Budget	% Increase	2010	2011	2012	2013
Council								
Administration	1	\$179,150	\$190,050	6.08%	\$202,800	\$209,300	\$213,600	\$219,800
Fire Fighting Force	2	647,000	724,000	11.90%	700,000	717,500	751,500	749,000
Fire Hydrants	3	33,500	35,000	4.48%	36,000	36,500	37,500	38,000
Fire Station	4	51,400	54,100	5.25%	54,600	54,600	55,600	56,100
Fire Fighting Equipment	5	54,800	55,100	0.55%	55,100	55,200	54,000	55,200
		<u>\$965,850</u>	<u>\$1,058,250</u>	<u>9.57%</u>	<u>\$1,048,500</u>	<u>\$1,073,100</u>	<u>\$1,112,200</u>	<u>\$1,118,100</u>
Revenues								
Regional District		\$56,000	\$84,227	50.41%	\$100,869	\$116,323	\$129,324	\$147,217
Fire Department		7,000	7,000	0.00%	7,000	7,000	7,000	7,000
		<u>\$63,000</u>	<u>\$91,227</u>	<u>44.81%</u>	<u>\$107,869</u>	<u>\$123,323</u>	<u>\$136,324</u>	<u>\$154,217</u>
Net Cost		<u>\$902,850</u>	<u>\$967,023</u>	<u>7.11%</u>	<u>\$940,631</u>	<u>\$949,777</u>	<u>\$975,876</u>	<u>\$963,883</u>

Notes	Increase/ (Decrease)
1 Administration	
Salaries and benefits	\$9,750
Secretarial - casual (inc. fringe) from PT to FTE	3,500
Postage & courier	150
Advertising	500
Memberships & conferences	(3,000)
Office supplies	0
	<u>10,900</u>
2 Fire Fighting Force	
Salaries	\$35,500
Fire training wages	6,000
Overtime	(7,500)
Fringe adjustment	9,000
Retro pay for 2007 and 2008	37,000
Memberships & conferences	(9,000)
Contracted services	6,000
	<u>77,000</u>
3 Fire Hydrants	
Wages and benefits	1,500
Equipment rental - internal	0
	<u>1,500</u>
4 Fire Station	
Wages and benefits	\$2,700
	<u>2,700</u>
5 Fire Fighting Equipment	
Wages and benefits	\$300
	<u>300</u>
Miscellaneous decreases	0
Overall increase/(decrease)	<u>\$92,400</u>

FINANCIAL PLAN 2009-2013

PLANNING, BUILDING & BYLAW ENFORCEMENT

Expenditures	Notes	2008 Budget	2009 Budget	% Increase	2010	2011	2012	2013
Council								
Salaries and benefits	1	\$470,000	\$536,500	14.15%	\$550,000	\$563,500	\$578,500	\$594,000
Travel and local meetings	2	3,000	3,000	0.00%	3,000	3,000	3,000	3,000
Telephone		3,500	3,500	0.00%	3,500	3,500	3,500	3,500
Advertising		6,500	6,500	0.00%	6,500	6,500	6,500	6,500
Legal services	3	13,000	15,000	15.38%	15,000	15,000	15,000	15,000
Insurance	4	6,000	6,000	0.00%	6,000	6,000	6,000	6,000
Memberships and conferences	5	15,000	18,000	20.00%	18,000	18,000	18,000	18,000
Heritage advisory commission	6	1,000	2,000	100.00%	2,000	2,000	2,000	2,000
Advisory planning commission	7	1,000	2,000	100.00%	2,000	2,000	2,000	2,000
Planning - Sign and facade design	8	7,500	10,000	33.33%	10,000	10,000	10,000	10,000
Contracted services	9	40,000	50,000	25.00%	85,000	85,000	85,000	85,000
Contracted services - funded	10	5,000	0	-100.00%	0	0	0	0
Public Art (previously Enhancement Planning)	11	5,000	5,000	0.00%	5,000	5,000	5,000	5,000
Small capital	12	500	500	0.00%	500	500	500	500
Office supplies	13	8,500	10,000	17.65%	10,000	10,000	10,000	10,000
Vehicle parts and maintenance	14	2,500	3,000	20.00%	3,000	3,000	3,000	3,000
		<u>\$588,000</u>	<u>\$671,000</u>	<u>14.12%</u>	<u>\$719,500</u>	<u>\$733,000</u>	<u>\$748,000</u>	<u>\$763,500</u>
Revenues								
Licences and permits		<u>\$311,800</u>	<u>\$391,800</u>	<u>25.66%</u>	<u>\$429,800</u>	<u>\$445,800</u>	<u>\$461,300</u>	<u>\$471,800</u>
		<u>\$311,800</u>	<u>\$391,800</u>	<u>25.66%</u>	<u>\$429,800</u>	<u>\$445,800</u>	<u>\$461,300</u>	<u>\$471,800</u>

FINANCIAL PLAN 2009-2013

PLANNING, BUILDING & BYLAW ENFORCEMENT

Notes	Increase/ (Decrease)
1 Staff cost increases/(decreases):	
Salaries and fringe	\$13,750
Department Head adjustment (inc. fringe)	\$33,750
Building inspector for .25 yr	<u>\$19,000</u>
	\$66,500
2 Travel and local meetings	0
3 Legal Services	2,000
4 Insurance - MIA premium increase	0
5 Memberships & conferences	3,000
6 Heritage Advisory Commission	1,000
7 Advisory Planning Commission	1,000
8 Planning and facade design	2,500
9 Contracted services	10,000
10 Contracted services - funded	(5,000)
11 Enhancement Planning	0
12 Small capital	0
13 Office supplies	1,500
14 Vehicle parts & mntce	500
Overall increase/(decrease)	<u>\$83,000</u>

FINANCIAL PLAN 2009-2013

POLICE AND COURT HOUSE SERVICES

Notes

		2008 Budget	2009 Budget	% Increase	2010	2011	2012	2013
		Council						
Police station	1	\$122,200	\$130,000	6.38%	\$131,000	\$133,000	\$134,500	\$137,000
Court House	2	99,500	107,000	7.54%	107,500	108,500	109,500	110,000
RCMP Contract	3	1,205,195	1,289,195	6.97%	1,416,195	1,457,195	1,491,195	1,516,195
		<u>\$1,426,895</u>	<u>\$1,526,195</u>	<u>6.96%</u>	<u>\$1,654,695</u>	<u>\$1,698,695</u>	<u>\$1,735,195</u>	<u>\$1,763,195</u>

Notes	Increase/ (Decrease)
<p>1 Overhead now relates to the new police station only. The Revelstoke Arts Council is now responsible for all overhead for the old building directly.</p> <p>Wage costs (inc fringe) - building maintenance \$7,800 Utilities 0 7,800</p>	
<p>2 Court House</p> <p>Wage costs (inc fringe) - building maintenance \$5,500 Contracted services 2,000 Utilities 0 7,500</p>	
<p>3 Includes \$2,000 cash grant in aid to Victim's Assistance Program together with the additional \$1,345 a year funding already approved by Council to match equivalent provincial funding.</p> <p>Additional programme funding 0</p> <p>In 1998 the total for this function was \$735,876 and in 2013 it is estimated to climb to \$1,516,195</p> <p>Auxiliaries \$0 RCMP Contract 37,500 RCMP O/T 20,000 Prisoner costs 20,000 Wages and benefits 5,500 Casual assistance 1,000 84,000</p> <p>It is anticipated that one more police officer will be added in 2010 and one more in 2012.</p> <p>Overall increase/(decrease) <u>\$99,300</u></p>	

FINANCIAL PLAN 2009-2013

PUBLIC WORKS

Expenditures	Notes	2008 Budget	2009 Budget	% Increase	2010	2011	2012	2013
Council								
Administration	1	348,500	359,800	3.24%	366,300	373,800	384,300	392,800
Engineering Services	2	261,000	231,500	-11.30%	233,000	236,500	240,000	245,000
Equipment Maintenance	3	382,500	415,500	8.63%	421,000	423,500	426,500	429,500
Municipal Yards and Buildings	4	110,250	132,250	19.95%	134,000	136,500	138,000	139,500
Street Maintenance	5	217,000	254,500	17.28%	267,500	270,000	278,000	285,500
Sidewalk Maintenance	6	35,000	44,000	25.71%	46,000	48,000	50,000	52,000
Drainage Ditch Maintenance	7	17,000	19,000	11.76%	20,750	21,000	22,250	22,750
Storm Sewer Maintenance	8	59,000	74,800	26.78%	76,000	77,000	77,500	81,000
Snow Removal	9	580,000	650,000	12.07%	660,000	670,000	680,000	690,000
Sanding		60,000	50,000	-16.67%	55,000	60,000	65,000	70,000
Custom Work	10	19,800	20,100	1.52%	21,160	21,410	21,860	22,110
Street Lighting	11	166,600	157,600	-5.40%	122,600	124,600	127,600	129,100
Traffic Services	12	39,000	46,500	19.23%	47,000	48,500	49,000	50,500
Railway Crossing Maintenance		12,000	12,000	0.00%	12,000	12,000	12,000	12,000
Bridge Maintenance	13	24,650	27,450	11.36%	27,450	28,050	28,650	28,750
Gravel Pit (Septage facility)	14	138,500	83,000	-40.07%	83,750	84,000	85,050	85,800
		<u>\$2,470,800</u>	<u>\$2,578,000</u>	<u>4.34%</u>	<u>\$2,593,510</u>	<u>\$2,634,860</u>	<u>\$2,685,710</u>	<u>\$2,736,310</u>
Revenues								
Custom Work		\$20,000	\$20,000	0.00%	\$20,000	\$20,000	\$20,000	\$20,000
Equipment Earnings - snow removal		100,000	100,000	0.00%	100,000	100,000	100,000	100,000
- other		253,000	274,500	8.50%	282,000	282,000	282,500	290,000
Gravel Sales		100,000	100,000	0.00%	100,000	100,000	100,000	100,000
Septage sales - top soil		60,000	60,000	0.00%	60,000	60,000	60,000	60,000
		<u>\$533,000</u>	<u>\$554,500</u>	<u>4.03%</u>	<u>\$562,000</u>	<u>\$562,000</u>	<u>\$562,500</u>	<u>\$570,000</u>
Net Cost		<u>\$1,937,800</u>	<u>\$2,023,500</u>	<u>4.42%</u>	<u>\$2,031,510</u>	<u>\$2,072,860</u>	<u>\$2,123,210</u>	<u>\$2,166,310</u>
Net snow removal cost		<u>\$540,000</u>	<u>\$600,000</u>	<u>11.11%</u>	<u>\$615,000</u>	<u>\$630,000</u>	<u>\$645,000</u>	<u>\$660,000</u>

FINANCIAL PLAN 2009-2013

PUBLIC WORKS

ENVIRONMENTAL HEALTH - Garbage Collection and Disposal

Revenues

		One-man truck						
Garbage collection		276,287	311,817	12.86%	317,700	323,583	326,525	332,408
Tag-a-bag residential		1,500	2,500	66.67%	2,500	2,500	2,500	2,500
Tag-a-bag commercial		3,000	6,000	100.00%	6,000	6,000	6,000	6,000
		<u>280,787</u>	<u>320,317</u>	<u>14.08%</u>	<u>326,200</u>	<u>332,083</u>	<u>335,025</u>	<u>340,908</u>
Expenses								
Operating	15	229,500	242,750	5.77%	244,800	247,800	250,100	252,800
Air monitoring	16	14,000	12,500	-10.71%	12,500	12,500	12,500	12,500
Recycling	17	2,400	6,500	170.83%	6,500	6,500	6,500	6,500
Garbage truck lease (commencing Nov 2008)		50,000	50,000	0.00%	50,000	50,000	50,000	50,000
Bins	18	7,000	35,000	400.00%	35,000	35,000	35,000	35,000
		<u>302,900</u>	<u>346,750</u>	<u>14.48%</u>	<u>348,800</u>	<u>351,800</u>	<u>354,100</u>	<u>356,800</u>
Garbage Rate		\$96	\$106		\$108	\$110	\$111	\$113

Notes

Notes	Increase/ (Decrease)
1 Administration	
Department head adjustment (inc. fringe)	\$9,500
Materials and supplies	500
Insurance	0
Travel & meeting expenses	1,800
Additional labour (inc. fringe)	0
Wages and benefits increases	<u>(500)</u>
	\$11,300
2 Engineering	
Wages and benefits increases	\$0
Additional engineering technician (inc. fringe)	(34,000)
Contracted services	0
Diesel fuel	<u>4,500</u>
	(\$29,500)
3 Equipment maintenance	
Wages and benefits increases	\$3,500
Additional labour (inc. fringe)	12,500
Licences and insurance	12,000
Contracted services	0
Gas	0
Diesel	0
Vehicle parts	<u>5,000</u>
	\$33,000
4 Municipal yards & buildings	
Wages and benefits increases	\$1,500
Additional labour (inc. fringe)	7,000
Utilities	10,000
Small tools	1,500
Contracted services	<u>2,000</u>
	\$22,000
5 Street Maintenance	
Wages and benefits increases	\$2,500
Additional labour (inc. fringe)	20,000
Equipment rental-internal	<u>15,000</u>
	\$37,500
6 Sidewalk maintenance	
Wages and benefits increases	\$500
Additional labour (inc. fringe)	<u>8,500</u>

FINANCIAL PLAN 2009-2013

PUBLIC WORKS

		\$9,000
7	Drainage ditch maintenance	
	Wages and benefits increases	\$500
	Additional labour (inc. fringe)	\$0
	Equipment rental-internal	<u>1,500</u>
		\$2,000
8	Storm sewer maintenance	
	Wages and benefits increases	\$700
	Additional labour (inc. fringe)	8,100
	Equipment rental-internal	5,000
	Equipment rental-external	<u>2,000</u>
		\$15,800
9	Snow removal	
	Wage costs and contracted services	\$60,000
10	Custom work	
	Wages and benefits increases	\$300
	Additional labour (inc. fringe)	<u>0</u>
		\$300
11	Street lighting	
	Wages and benefits increases	\$450
	Additional labour (inc. fringe)	8,950
	Contracted services	2,600
	Materials and supplies	14,000
	Utilities	<u>(35,000)</u>
		(\$9,000)
12	Traffic services	
	Wages and benefits increases	\$650
	Additional labour (inc. fringe)	4,350
	Materials & supplies	<u>2,500</u>
		\$7,500
13	Bridge maintenance	
	Wages and benefits increases	\$300
	Additional labour (inc. fringe)	<u>2,500</u>
		\$2,800
14	Gravel Pit (Septage facility)	
	Administration charges	\$0
	Wages and benefits increases	0
	Additional labour (inc. fringe)	(41,000)
	Advertising	(500)
	Telephone	(1,000)
	Maintenance and repairs	(3,000)
	Equipment rental - internal	0
	Equipment rental - external	(10,000)
	Utilities	0
	Materials and supplies	<u>0</u>
		(\$55,500)
	Total increase/(decrease)	<u>\$107,200</u>
ENVIRONMENTAL HEALTH - Garbage Collection and Disposal		
15	Operating costs	13,250
16	Air monitoring	(1,500)
17	Recycling	4,100
18	Contracted services	28,000

Total increase/(decrease)	<u>\$43,850</u>
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FINANCIAL PLAN 2009-2013

COMMUNITY ECONOMIC DEVELOPMENT

Expenses	Notes	2008 Budget	2009 Budget	% Increase	2010	2011	2012	2013
Council								
Tourism and Public Relations	1	141,400	143,400	1.41%	143,400	143,400	143,400	143,400
Ski Hill	2	30,000	30,000	0.00%	30,000	30,000	30,000	30,000
Revit/Cemetery benches		0	1,500	ERR	1,500	1,500	1,500	1,500
Economic Development Commission	3	165,800	169,800	2.41%	173,800	176,300	179,800	182,800
Special Projects	5	636,500	1,014,000	59.31%	790,000	790,000	790,000	790,000
Tourism Development Coordinator	4	30,000	30,000	0.00%	30,000	30,000	30,000	30,000
		<u>\$1,003,700</u>	<u>\$1,388,700</u>	<u>38.36%</u>	<u>\$1,168,700</u>	<u>\$1,171,200</u>	<u>\$1,174,700</u>	<u>\$1,177,700</u>
Revenues								
Special projects funding	5	468,500	826,000	76.31%	760,000	760,000	760,000	760,000
EOF	4	12,000	12,000	0.00%	11,000	10,000	9,000	8,000
EDC		77,400	77,400	0.00%	77,400	77,400	77,400	77,400
Total CSRD requisition		\$89,400	\$89,400		88,400	87,400	86,400	85,400
		<u>\$557,900</u>	<u>\$915,400</u>	<u>64.08%</u>	<u>\$848,400</u>	<u>\$847,400</u>	<u>\$846,400</u>	<u>\$845,400</u>
Net Cost		<u>\$445,800</u>	<u>\$473,300</u>	<u>6.17%</u>	<u>\$320,300</u>	<u>\$323,800</u>	<u>\$328,300</u>	<u>\$332,300</u>

FINANCIAL PLAN 2009-2013

COMMUNITY ECONOMIC DEVELOPMENT

Notes					Increase/ (Decrease)
1	Tourism and Public Relations				
	Additional labour (inc. fringe)				\$2,000
	Chamber - fee for service				\$0
					2,000
2	Legal and other professional fees and expenses concerning the development of the ski hill.				0
3	Economic Development Commission				
	Salary costs				\$4,000
	Rent				0
	Contracted services				0
	Advertising & promotion - funded externally				0
	Office supplies				0
	Memberships & conferences				0
					4,000
4	The Chamber of Commerce has requested funding from the City and CSRD regarding this position commencing 2001. This position is funded 50% by the CSRD EOF and the applicable funding is included in revenues.				0
	The position was supposed to be funded by the City on a reducing balance basis at \$2,000 per year. The funding level should be at \$18,000 in 2009 but the Chamber has requested that funding remain at the \$30,000 level.				
5					
	2008		2009		
	Funding	Expenditure	Funding	Expenditure	
Special projects:					
Special programs	\$0	\$30,000	\$0	\$30,000	
Public Art Programme	37,000	37,000	41,000	49,000	
Measuring up	12,000	12,000	0	0	
Social Planner*	0	50,000	0	50,000	
Tourism Infrastructure	240,000	240,000	440,000	440,000	
Ski Hill transit buses	0	0	40,000	40,000	
Tourism Marketing	160,000	160,000	280,000	280,000	
Affordable Housing	0	100,000	0	100,000	
Airport study	7,500	7,500	0	0	
Other	0	0	25,000	25,000	
	<u>\$456,500</u>	<u>\$636,500</u>	<u>\$826,000</u>	<u>\$1,014,000</u>	
Increase/(decrease)					377,500
Projects assumed to be externally funded					\$826,000
*It is anticipated that the Social Planner position will be contracted over a period of 2 years with 0% funding from other sources. Commencing July 1, 2007					
*It is anticipated that Affordable Housing will be financed by grants at 0% and for 5 years.					
Overall increase/(decrease)					<u>\$383,500</u>

FINANCIAL PLAN 2009-2013

RECREATION AND CULTURE

Expenditures	Notes	2008 Budget	2009 Budget	% Increase	2010	2011	2012	2013
Council								
Administration	1	140,410	141,410	0.71%	146,910	149,910	153,410	156,910
Community Centre	2	382,200	431,800	12.98%	425,400	429,400	435,400	442,900
Aquatic Centre	3	789,000	821,500	4.12%	800,000	815,500	829,500	843,500
Arena	4	371,150	417,400	12.46%	421,400	426,900	433,900	441,400
Williamsons Lake	5	7,950	9,850	23.90%	10,350	10,850	10,850	10,850
Parks - General	6	275,600	296,100	7.44%	299,600	301,600	306,600	313,100
Trails and walkways	7	9,000	9,000	0.00%	9,000	9,000	9,000	9,000
Columbia View Park		1,000	1,000	0.00%	1,000	1,000	1,000	1,000
Boulevard maintenance	8	89,300	96,400	7.95%	98,150	100,400	103,400	106,400
Revit maintenance	9	125,000	131,775	5.42%	135,000	138,000	140,500	143,000
Senior Citizens Drop-in Centre		8,000	8,000	0.00%	8,000	8,000	8,000	8,000
Golf course	10	2,000	2,000	0.00%	2,000	2,000	2,000	2,000
Museum	11	79,900	89,050	11.45%	92,200	92,200	92,950	93,700
		<u>\$2,280,510</u>	<u>\$2,455,285</u>	<u>7.66%</u>	<u>\$2,449,010</u>	<u>\$2,484,760</u>	<u>\$2,526,510</u>	<u>\$2,571,760</u>
Revenues	12		Cost recovery	Cost recovery				
Council								
Regional District	13	\$105,944	\$136,892	29.21%	\$152,266	\$152,616	\$154,862	\$160,579
Community Centre		190,300	197,050	46% 3.55%	194,550	194,550	194,550	194,550
Aquatic Centre		298,400	308,400	38% 3.35%	303,800	303,800	303,800	303,800
Arena		120,550	97,900	32% 23% -18.79%	110,400	110,400	110,400	110,400
Other Facility User Charges		11,000	11,000	0.00%	11,000	11,000	12,000	12,000
		<u>\$726,194</u>	<u>\$751,242</u>	<u>3.45%</u>	<u>\$772,016</u>	<u>\$772,366</u>	<u>\$775,612</u>	<u>\$781,329</u>
Net Cost		<u>\$1,554,316</u>	<u>\$1,704,043</u>	<u>9.63%</u>	<u>\$1,676,994</u>	<u>\$1,712,394</u>	<u>\$1,750,898</u>	<u>\$1,790,431</u>
Aquatic Centre increase - net (excluding debt repayment and interest)			22,500		(16,900)	15,500	14,000	14,000

FINANCIAL PLAN 2009-2013

RECREATION AND CULTURE

Notes		Increase/ (Decrease)
1 Administration		
Salaries and benefits	\$3,000	
Travel & meeting expenses	(500)	
Memberships & conferences	<u>(1,500)</u>	1,000
2 Community Centre		
Wages and benefits increases	\$5,200	
Additional labour (inc. fringe)	26,000	
Janitorial	8,000	
Equipment maintenance	3,500	
Materials & supplies	3,400	
Office supplies	3,500	
Utilities	<u>0</u>	49,600
3 Aquatic Centre		
Wages and benefits increases	\$12,500	
Additional labour (inc. fringe)	28,000	
Utilities	(25,000)	
Janitorial	5,500	
Materials & supplies	3,500	
Pool maintenance & supplies	10,000	
Program supplies and equipment	<u>(2,000)</u>	
Aquatic Centre overhead		32,500
4 Arena		
Wages and benefits increases	\$6,000	
Additional labour (inc. fringe)	40,250	
Contracted services	0	
Equipment maintenance	<u>0</u>	46,250
5 Williamson's Lake		
Additional labour (inc. fringe)		1,900
6 Parks - General		
Wages and benefits increases	\$6,000	
Additional labour (inc. fringe)	0	
Contracted services	7,000	
Utilities	6,000	
Small tools	<u>1,500</u>	\$20,500
6 Trails and walkways		
This is a new function to separate out and quantify the significant cost of maintaining these areas of the City that have previously remained unbudgeted.		
7 Boulevard Maintenance		
Wages and benefits increases	\$1,890	
Additional labour (inc. fringe)	<u>5,210</u>	\$7,100
8 Revit Maintenance		
Wages and benefits increases	\$2,775	
Contracted services	\$4,000	
Additional labour (inc. fringe)	<u>\$0</u>	6,775
9 Golf course		
Under the new lease with the Golf Club the City is responsible		

Utility reduction as a result of dehumidification (Est.)
 (50,000) (50,000) (50,000) (50,000)

FINANCIAL PLAN 2009-2013

RECREATION AND CULTURE

for insurance on the clubhouse building.		0
10 Museum		
Wages and benefits increases	\$350	
Additional labour (inc. fringe)	0	
Grant increase	5,000	
Telephone	1,500	
Contracted services	1,000	
Materials & supplies	<u>1,300</u>	9,150
11 Revenues - cost recovery		
The City's Fees and Charges manual states that the target recovery for the Community Centre, Arena and Pool is 50% each. While the Community Centre achieves this target, the other two facilities fall short. A 2% increase in recreation fees and charges across the board has been incorporated.		
12 Regional District		
Additional revenue is anticipated from the CSRD cost sharing programme for the new aquatic centre operating costs.		
13 Other miscellaneous increases/decreases		0
Overall increase/(decrease)		<u>\$174,775</u>

FINANCIAL PLAN 2009-2013

GENERAL OPERATING

FORCED INCREASES

CUPE/IAFF/Management increases inc. fringe	\$190,415	
IAFF retro pay for 2007 and 2008	\$37,000	
RCMP contract	37,500	
RCMP prisoner costs	20,000	
RCMP O/T	20,000	
	<u>\$304,915</u>	1.90%

Notes

Figures in blue can be changed and will alter overall result

Includes 1 extra member commencing Jan 1, 2010

OPERATIONAL NECESSITIES

Decreases in expenditures:

General Government

Information Technology

Programming services

Admin/Finance

Election expenses

Labour Management

Memberships & training seminars

Staff relocation costs

Fire Department

Memberships & conferences

Memberships & conferences

Fire fighting force OT

Planning, Building and Bylaw Enforcement

Contracted services - funded

RCMP

Public Works and Engineering

Engineering technician

Gravel pit labour

Gravel pit advertising

Gravel pit telephone

Gravel pit materials and supplies

Gravel pit equipment rental - external

Air monitoring

Street lighting utilities

Community Economic Development

Social Planner

Measuring up

Airport study

Tourism Development Coordinator

Recreation and Culture

Memberships & conferences

Aquatic centre Utilities

Programme supplies

Arena wages

Arena fringe

Parks - utilities

Council	
	5,000
	16,400
	5,000
	5,000
	3,000
	9,000
	7,500
	5,000
	34,000
	41,000
	500
	1,000
	3,000
	10,000
	1,500
	35,000
	0
	12,000
	7,500
	0
	1,500
	25,000
	2,000
	0
	0
	0
	\$229,900

Chargeable to capital projects

Dependent on BC hydro street light replacement project

Calculated field

FINANCIAL PLAN 2009-2013

GENERAL OPERATING

	Council	Original	Variance	Available to cut	
Increases in expenditures:					
Mayor and Council					
Telephone	\$1,500	\$1,500	\$0	x	
Administration					
Casual assistance	1,000	1,000	0	x	
Legal services/consultants	1,000	1,000	0	x	
Finance					
Audit fees	1,000	1,000	0		
Overtime	1,000	1,000	0	x	
Information Technology					
Software support	11,070	16,070	(5,000)	x	
Programmer/software analyst (inc fringe)	34,000	34,000	0		New FTE - partly offset by reduction in programming services-part year
Overtime	1,000	1,000	0	x	
Telephone	2,000	2,000	0	x	
Memberships & conferences	5,500	5,500	0	x	
Materials & supplies	1,000	1,000	0	x	
Century Vallen Rental building					
Wages and benefits	8,000	8,000	0		
Insurance	1,000	1,000	0		
Admin/Finance					
Advertising	10,000	10,000	0	x	
Office supplies	10,000	10,000	0	x	
Contingency	5,000	5,000	0	x	
Fire Department					
Secretarial	3,500	10,250	(6,750)	x	PT to FTE for part year
Training wages	6,000	6,000	0	x	
Contracted services	6,000	6,000	0	x	
Provincial Emergency Programme					
ESS Coordinator	2,000	2,000	0		Fully funded by CSRD requisition
Telephone	0	0	0		Fully funded by CSRD requisition
Materials and supplies	0	0	0		Fully funded by CSRD requisition
Planning, Building and Bylaw Enforcement					
Dept. head salary adj. (inc. fringe)	33,750	33,750	0		Already approved by Council
Building Inspector (now for full year)	19,000	19,000	0		Already approved by Council
Legal services	2,000	19,000	(17,000)	x	
Insurance	0	0	0		
Memberships & conferences	3,000	3,000	0	x	
Planning and facade design	2,500	2,500	0	x	
Advisory Planning Commission	1,000	1,000	0	x	
Contracted services	10,000	45,000	(35,000)	x	
Public Art	0	0	0	x	
Heritage Commission	1,000	1,000	0	x	
Small capital	0	2,000	(2,000)	x	
Office supplies	1,500	1,500	0	x	
Animal Control	16,800	16,800	0	x	BC Commissionaires contract renewal
RCMP and Court House					
Casual assistance	1,000	1,000	0	x	
Victims' Assistance Programme	0	0	0	x	
Wage costs - building maintenance RCMP	0	0	0	x	
Wage costs - building maintenance Court house	0	0	0	x	
Court House - contracted services	2,000	0	2,000	x	
Public Works and Engineering					
Dept. head salary adj. (inc. fringe)	9,500	9,500	0		
Travel & meeting expenses	1,800	1,800	0	x	
Additional labour	0	19,000	(19,000)	x	
Diesel fuel	4,500	4,500	0	x	
Equip. mntce. additional labour	12,500	25,000	(12,500)	x	
Licences & insurance	12,000	12,000	0		
Vehicle parts	5,000	5,000	0	x	
Municipal yards & bldgs:					
Additional labour	7,000	14,000	(7,000)	x	
Utilities	10,000	10,000	0		
Small tools	1,500	1,500	0	x	
Contracted services	2,000	2,000	0	x	

FINANCIAL PLAN 2009-2013

GENERAL OPERATING

Street maintenance:					
Additional labour	20,000	89,600	(69,600)	x	
Equipment rental - internal	15,000	15,000	0		Offset by equivalent revenue
Sidewalk maintenance:					
Additional labour	8,500	16,500	(8,000)	x	
Drainage ditch maintenance:					
Additional labour	0	4,250	(4,250)	x	
Equipment rental - internal	1,500	1,500	0		Offset by equivalent revenue
Storm sewer maintenance:					
Additional labour	8,100	18,100	(10,000)	x	
Equipment rental - internal	5,000	5,000	0		Offset by equivalent revenue
Equipment rental - external	2,000	2,000	0	x	
Custom work Additional labour	0	19,990	(19,990)	x	
Street lighting:					
Additional labour	8,950	8,950	0	x	
Contracted services	2,600	2,600	0	x	
Materials & supplies	14,000	14,000	0	x	
Traffic services:					
Additional labour	4,350	4,350	0	x	
Materials & supplies	2,500	2,500	0	x	
Bridge mntce Additional labour	2,500	2,500	0	x	
Gravel pit Equipment rental - internal	0	25,000	(25,000)		Offset by equivalent revenue
Snow removal costs	60,000	93,100	(33,100)		Calculated field
Cemetery	24,000	24,000	0		Offset by CSRD revenue
Environmental Health (Garbage collection)					
Operating	13,250	13,250	0	x	
Recycling	4,100	4,100	0	x	
Bins - contracted services	28,000	28,000	0	x	
Transit					
IHA contract	0	0	0		Offset by equivalent revenues
Community Economic Development					
Tourism Additional labour	2,000	2,000	0	x	
Social Planner	0	0	0	x	\$50k per year commencing July 1, 07
Special projects	0	0	0	x	Offset by equivalent funding
Tourism Infrastructure	200,000	200,000	0		Calculated field - Hotel tax revenue offset
Tourism Marketing	120,000	120,000	0		Calculated field - Hotel tax revenue offset
Ski Hill transit buses	40,000	40,000	0		Calculated field - Hotel tax revenue offset
Affordable housing	0	0	0		Offset by 0% grants
Ski hill professional fees	0	0	0	x	
Public Art programme	12,000	12,000	0		Offset by equivalent revenue
Airport Development Study	0	0	0		Offset by equivalent revenue
Hemlock study	0	0	0		Offset by equivalent revenue
Other	25,000	0	25,000		Offset by equivalent revenue
Recreation and Culture					
Community Centre					
Additional labour	26,000	26,000	0	x	
Janitorial	8,000	8,000	0	x	
Equipment mntce	3,500	3,500	0	x	
Material & supplies	3,400	3,400	0	x	
Office supplies	3,500	3,500	0	x	
Aquatic centre					
Additional labour	28,000	28,000	0	x	
Janitorial	5,500	5,500	0	x	
Material & supplies	3,500	3,500	0	x	
Pool mntce & supplies	10,000	10,000	0	x	
Arena					
Additional labour	40,250	40,250	0	x	
Williamson's Lake					
Additional labour	1,900	1,900	0	x	
Parks					
Additional labour	0	73,500	(73,500)	x	
Contracted services	7,000	0	7,000	x	
Utilities	6,000	0	6,000	x	
Small tools	1,500	1,500	0	x	
Boulevard mntce					
Additional labour	5,210	15,210	(10,000)	x	
Revit mntce					
Additional labour	0	18,725	(18,725)	x	
Contracted services	4,000	0	4,000	x	
Museum					
Additional labour	0	4,150	(4,150)	x	
Telephone	1,500	1,500	0	x	
Contracted services	1,000	1,000	0	x	

FINANCIAL PLAN 2009-2013

GENERAL OPERATING

	Material & supplies	<u>1,300</u>	<u>1,300</u>	0	x	
Debt charges and interest		78,366	78,491	(125)		Calculated field
		<u>1,133,696</u>	<u>0</u>	<u>(336,690)</u>		
Net increase/(decrease) in operational necessities		<u>\$903,796</u>	5.62%	<u>\$422,580</u>	Total expenditure reductions available	

FINANCIAL PLAN 2009-2013

GENERAL OPERATING

DISCRETIONARY INCREASES/(DECREASES)

	Council	Original	Variance	Available to cut	
Mayor and Council	1,900	1,900	0	x	
Woodstove Exchange Programme	0	0	0	x	Already approved by Council
Grants-in-aid	(15,000)	(15,000)	0		
Museum - grant-in-aid	5,000	60,000	(55,000)	x	
Chamber of Commerce - fee for service	0	0	0	x	
Tourism Development Coordinator	0	0	0	x	50% funded by EOF
Capital out of revenue	5,750	326,350	(320,600)		Calculated field
Capital from other funding	1,707,200	1,424,200	283,000		Calculated field
Capital out of reserves	975,745	449,645	526,100		Calculated field
Capital expenditures through debt	850,000	855,000	(5,000)		Calculated field
Capital expenditures through DCC's	250,000	25,000	225,000		Calculated field
Transfers to reserves	460,000	550,000	(90,000)		Calculated field
Net increase/(decrease) in discretionary necessities	<u>\$4,240,595</u>		26.38%	563,500	
				<u>\$6,900</u>	Total expenditure reductions available
OTHER INCREASES/(DECREASES)					
Increase in budget functions to actual less reductions	<u>\$2,050</u>		0.01%		Generally line items with less than \$1,000 increase
TOTAL	<u>\$5,451,356</u>		33.92%	<u>\$429,480</u>	Total expenditure reductions available

CITY OF REVELSTOKE

FINANCIAL PLAN 2009-2013

2009

2010

2011

2012

2013

CAPITAL OUT OF REVENUE

			Council				
			2009	2010	2011	2012	2013
Roads - patching and paving	Funding increase	5.00%	157,500	\$165,375	\$173,644	\$182,326	\$191,442
Pave Centennial Park Road			100,000				
Less: Grant funding			(50,000)				
			50,000				
Westside Road rehabilitation			150,000				
Less: BC hydro contribution			(150,000)				
			0				
Trans Canada/Victoria Rd interchange study				40,000			
4th St & Victoria Rd pedestrian crossing				18,000			
4th & Downie traffic light			6,000				
Site evaluation study for septage composting facility			0				
Less: Contribution from CSRD			0				
			0				
Illecillewaet Pedestrian Bridge/Bicycle network			500,000				
Less: Grants and other funding			(500,000)				
			0				
Sidewalk/Greenway extension			0	0			
Revit tune up (continue rejuvenating revit gardens)			20,000	20,000	20,000	20,000	20,000
Kiosk restoration			10,000				
Sidewalks - 8th Street (Edward to Taylor)				20,000			
Christmas decorations			0				
Illecillewaet Dyke, Jordon and other watercourse upgrading			20,000	20,000	20,000	20,000	20,000
Storm sewer expansion	Funding increase	5.00%	78,750	82,688	86,822	91,163	95,721
Bear proof trash containers			20,000	20,000	20,000	20,000	20,000
Beverage recycle containers				20,000			
Playground revitalization			10,000	10,000	10,000	10,000	10,000
Fencing			5,000	5,000	5,000	5,000	0
Underpass railing			23,000				
Revit sign electrical upgrade				22,500			
Community Works program project(s):							
Unidentified			218,000	83,000	368,000	368,000	368,000
Greenhouse Gas Emissions Inventory Study			0				
Bio-diesel tanks				285,000			
City wide OCP - traffic management study			100,000				
Liquid waste management plan			50,000				
Less: Community Works program funding			(368,000)	0	(368,000)	(368,000)	(368,000)
* Grizzly Plaza extension	Specified area %	0	1,100,000				
Grants			(500,000)				
Financed through borrowing			(600,000)	0			
Buildings appraisal update for insurance purposes				20,000			
DCC Bylaw updates			5,000	20,000		20,000	
Funded by DCC 's			(5,000)	0	(20,000)	(20,000)	
Jordan Pit septage facility - weigh scale			25,000				
OMRR registration and construction			225,000	500,000			
Funded by DCC 's			(250,000)	0	(500,000)		
Street light upgrade BC Hydro (This project has a pay back of 2.5 years)			400,000				
Advance from Land Reserve (Repayable over 4 years)			(160,000)				
Grant			(240,000)	0			
Victoria Rd enhancement				0			
Big Eddy geotech (Surface Drainage Study)			6,000	6,000			
Data collection/GIS asset management			20,000	20,000	20,000	20,000	20,000
Road rehabilitation program:							

CITY OF REVELSTOKE

FINANCIAL PLAN 2009-2013

	2009	2010	2011	2012	2013
Road reconstruction	0	0	0	0	0
Arrow Heights pedestrian mobility improvements (Nichol Rd area?)	25,000				
Track St/Cedar St rebuild	0	450,000			
CPR Hill	400,000				
2nd St West/King St (Lower Town)	300,000				
Airport Way culvert crossing	150,000				
* Mackenzie Avenue storm sewer expansion	125,000	0	0	0	0
6th St East		650,000			
3rd St West (Lower Town)			300,000		
Powerhouse Road Phase 1/2			320,000		
Balance of borrowing available from previous year	(123,000)				
Other road reconstruction projects				0	650,000
	877,000	1,100,000	620,000	0	650,000
Financed through borrowing:	(850,000)	27,000	(1,100,000)	(620,000)	0
				0	(650,000)

* Note: Storm sewer expansion is dependent on plaza extension proceeding

TOTAL OF ALL CAPITAL EXPENDITURES OUT OF REVENUE

Appendix 1	2009	2010	2011	2012	2013
	\$453,250	\$489,563	\$355,466	\$368,489	\$377,163

EQUIPMENT REPLACEMENT

		Council				
ADMINISTRATION:						
	Carpet in CAO office		500			
	Video conferencing Council Chambers			0	0	
	Mesh network connection		750			
	Records management system		20,000			
OK	Photocopier - Administration (5 year capital lease commencing	2005)	3,500	3,500		
	Projector for boardroom		3,500			
PUBLIC WORKS:						
OK	Sweeper (5 year capital lease commencing	2005)	40,000	30,000		
OK	Utility truck (5 year capital lease commencing	2005)	8,600	8,000		
OK	Foreman's pick up (5 year capital lease commencing	2006)	6,000	6,000	4,000	
OK	Operations manager vehicle (5 year capital lease commencing	2006)	6,000	6,000	4,000	
OK	Sewer truck (5 year capital lease commencing	2007)	21,000	21,000	21,000	21,000
OK	Loader (5 year capital lease commencing	2008)	36,500	36,500	36,500	30,500
OK	Photocopier - PW (5 year capital lease commencing	2008)	3,000	3,000	3,000	250
OK	1 ton flatdeck truck with hoist (5 year capital lease commencing	2008)	12,500	12,500	12,500	12,500
OK	Trackless (5 year capital lease commencing	2008)	25,500	25,500	25,500	25,500
OK	Backhoe (5 year capital lease commencing	2008)	22,000	22,000	22,000	15,000
OK	Single axle plow/dump truck (5 year capital lease commencing	2008)	35,000	35,000	35,000	35,000
OK	Loader (5 year capital lease commencing	2010)		10,000	35,000	35,000
	Grader (5 year capital lease commencing	2010)		10,000	30,000	30,000
	Foreman's pickup (5 year capital lease commencing	2010)		5,500	15,000	15,000
	Snow blower (5 year capital lease commencing	2009)	14,000	45,000	45,000	45,000
	Loader (5 year capital lease commencing	2011)			20,000	40,000
	Tandem truck (5 year capital lease commencing	2011)			17,500	35,000
	1 ton flatdeck truck with hoist (5 year capital lease commencing	2011)			7,500	15,000
	Loader (5 year capital lease commencing	2011)			20,000	40,000
	1/2 ton Chevy van (5 year capital lease commencing	2011)			6,000	12,000
	Cube van (5 year capital lease commencing	2009)	5,000	10,000	10,000	10,000
	Sanding boxes x 2 (5 year capital lease commencing	2011)			6,000	12,000
	Loader (5 year capital lease commencing	2012)				25,000
	Single axle plow truck (5 year capital lease commencing	2012)				17,000
	Cube van (5 year capital lease commencing	2012)				5,000
	Utility truck (5 year capital lease commencing	2012)				20,000
	1/2 ton Ford short box (5 year capital lease commencing	2012)				5,000
	Loader (5 year capital lease commencing	2012)				20,000
	1/2 ton Chevy van (5 year capital lease commencing	2012)				6,000
	Trackless MTV (5 year capital lease commencing	2012)				12,000
	Vactor truck (5 year capital lease commencing	2012)				15,000
	Cube van (5 year capital lease commencing	2013)				12,000
	Bob Cat (5 year capital lease commencing	2013)				10,000

CITY OF REVELSTOKE

FINANCIAL PLAN 2009-2013

		2009	2010	2011	2012	2013
	1 ton pick up (5 year capital lease commencing 2013)					6,000
	Bucket truck (5 year capital lease commencing 2014)					0
	Loader (5 year capital lease commencing 2014)					0
	Trackless (5 year capital lease commencing 2014)					0
	Sweeper (5 year capital lease commencing 2014)					0
	Dump truck (5 year capital lease commencing 2014)					0
	Gravel box for old garbage truck		45,000			
	Major equipment repair provision (e.g. engine replacement)	25,000	25,000	25,000	25,000	25,000
	Utility trailer	6,500				
	Network upgrades	0				
	Wall mounted managed switches	0				
	Phone system upgrades	8,000				
	Computer replacements	2,000		2,000		2,000
	PLANNING & BYLAW ENFORCEMENT:					
OK	Photocopier (5 year capital lease commencing 2005)	3,500	3,500			
	Office furniture	3,000				
OK	Building Inspector vehicle (5 year capital lease commencing 2008)	5,500	5,500	5,500	5,500	2,800
	Animal pound - mesh network	750				
	FINANCE & INFORMATION TECHNOLOGY					
OK	Photocopier - Finance (5 year capital lease commencing 2008)	3,500	3,500	3,500	3,500	250
OK	Postage/folding machines (5 year capital lease commencing 2005)	3,000	2,500			
	Replacement - COR-WEB, COR-IMS, SCADA 1,2,3	6,000				
	Replacement - VM01 rebudget from 2008	6,000				
	Virus scanning/intrusion detection software	3,000				
	Website upgrade		10,000		5,000	
	Network infrastructure upgrades	5,000				
	Domain controller			4,000		
	Exchange server			4,000		
	Network attached storage			6,000		
	Server upgrade City Hall		15,000			
	Computer equipment/upgrades	5,000	5,000	5,000	5,000	5,000
	Wireless mesh network (Phase 1) (5 year capital lease commencing 2009) (approx. \$40k per year savings in phone costs)	16,000	32,000	32,000	32,000	32,000
	Wireless mesh network (Phase 2)		15,500	31,000	31,000	31,000
	Radio network connection City Hall and Public Works		3,000	3,000		
	MAIS - Capital Asset module		11,000			
	MAIS - Payroll module		13,000			
	MAIS - Human resource module		8,000			
	MAIS - work management module	0				
	Office furniture	5,000	2,500			
	Voicemail balance of 2008 budget	0				
	ENGINEERING					
OK	Total Station - survey equipment (5 year capital lease commencing 2006)	8,600	8,000			
	Arc Info licence from Arcview 9x					
	ArcServer Enterprise					
	GPS base & rover unit	2,000	2,000	2,000	2,000	2,000
	Trimble software	3,000				
	CAD workstation (annual replacement of 1 of 3)	2,500	2,500	2,500	2,500	2,500
	GIS field unit	6,000				
	Furniture	3,500				
	Appendix 18	\$395,700	\$502,000	\$501,000	\$675,000	\$733,300
		OK	OK	OK	OK	OK

CITY OF REVELSTOKE

FINANCIAL PLAN 2009-2013

RECREATION

	2009	2010	2011	2012	2013
	Deferred				
	Council				
Arena					
Roofing	30,000				
Zamboni replacement (lease)	20,000	40,000	40,000	40,000	40,000
Water fountain - downstairs	1,000				
Soft start #3	3,000				
CTS fans	2,500				
Surge protection	5,000				
CTs Fans dehumidifier	1,750				
Exterior painting	5,500				6,000
Interior painting		4,500			5,000
Lobby flooring		3,500		15,000	
Sound system upgrade					15,000
Heaters				10,000	
Upgrade skate rental room	5,000				
Referee room upgrade	3,000				
Bathroom upgrades		30,000			
Office upgrades	2,000				
Improved janitorial storage	2,000				
Zamboni area floor heating			2,000		
Replace discharge oil separators				16,000	
Grizzlies office electrical	2,000				
Exit drain	2,500				
Mesh network	750				
Citywide phone system upgrade		2,000			
Curling rink					
Intruder alarm	5,000				
Fire escape		40,000			
Lobby roof	30,000	12,000			
Centennial Pool					
Rehabilitation	0				
Community centre					
MP2 heat pumps	10,000		10,000		12,000
Basement circulating pump	8,000				
MP1 - 3 way switches	5,000				
Metal cladding on top of cedar	5,000				
Smoking area				1,000	
Benches					2,000
Lobby furniture		10,000			
Exterior Christmas lights			2,000		
MP decorative lighting					5,000
Refinish dance studio floor		3,000			
AV equipment		8,000			
Photocopier (5 year lease)	3,000	3,000	3,000	3,000	250
Interior painting	3,500			3,500	
Roofing	35,000	55,000	170,000		
Exterior door replacement		12,000	2,500		
Main washroom upgrades		10,000			
Plastic chairs	3,000				
Podium		1,000			
Hanging baskets	2,000				
Conference upgrades		0			
Meeting room internet access		2,000			
Christmas decorations			3,000		
Fitness centre monitoring		2,000			
Cash register		10,000			
Portbale sound system	2,500				
Risers		1,000			
Mesh network	750				
Aquatic centre					
Fitness centre equip (5 year lease)	12,500	2,000			
Solar film windows			3,000		
Dolphin vacuum cleaner		5,000			
Spin dryer		1,000			
Chemical storage room				25,000	
Control system upgrade			20,000		

OK

OK

CITY OF REVELSTOKE

FINANCIAL PLAN 2009-2013

		2009	2010	2011	2012	2013
	Back up pump	10,000				
	Back up heat exchanger	7,000				
	Waterslide railing	25,000				
	Pump impeller replacement	8,500		8,500		8,500
	Probes	2,500				
	Replacement strainers	3,000	4,000			
	Replacement gutter grate	10,000				
	PVC matting		3,000			
	Sanitation system					100,000
	Photo ID system	1,500				
	Sign		5,000			
	Dehumidification	Borrowing 400,000				
	Soft start for air handling	4,000				
Parks	Tennis court resurfacing		30,000			
	Irrigation	30,000	30,000	30,000	30,000	30,000
	Grandstand upgrade	10,000				
	Kubota tractor (5 year lease 2006)	11,500	11,500	7,500		
	Pave Centennial parking lot			32,000		
	Rotary mower radios		3,000			
	Rotary mower		20,000			
	Skateboard park upgrading			25,000		
	Queen Elizabeth walkway				12,000	12,000
	Field aerator		30,000			
	Broadcast topdresser		30,000			
Kovach	Washrooms		75,000			
Williamsons Lake	Wharf (Rotary project)	0				
	Retaining wall Beach			0		
	Beach Road crush	5,000				
	Upgrade to 400 amps with kiosk		11,000			
	Entrance upgrades		10,000			
	Washrooms	3,000				
	Shower		75,000			
DOKK	Picnic tables		5,000			
	Entrance path			3,000		
	Sandblast pool	7,000				
	Water park					50,000
	House roof	7,000				
Museum	Exterior painting	5,000				
	Gift shop		0		20,000	
	Floor refinish					5,000
	Front doors				15,000	
Library	Shelving	0	0	8,500	0	
Borrowing		(400,000)	0	0	0	0
Appendix 17		\$361,250	\$599,500	\$370,000	\$190,500	\$290,750
		OK	OK	OK	OK	OK

CITY OF REVELSTOKE

FINANCIAL PLAN 2009-2013

2009 2010 2011 2012 2013

CEMETERY

Mesh network
 Tree replacement
 Irrigation
 Soil amendment - aeration and top dressing
 48" deck mower tractor
 Columbarium
 Revit lighting along road ways

Council					
	750				
	3,500	3,500			
	25,000				
	5,500	5,500	5,500	5,500	
	5,000				
	6,000	6,000	6,000	6,000	
		10,000	10,000	10,000	10,000
	\$45,750	\$25,000	\$21,500	\$21,500	\$10,000
	OK	OK	OK	OK	OK

Appendix 15

GENERAL GOVERNMENT

Council					
City Hall	New				0
	Flooring - rebudgeted from 2006	30,000			
	Renovation & shelving - basement storage area	5,000			
	Stucco		Borrowing	250,000	
	Front steps	5,000			
	Exterior painting	2,500		3,000	
	Back door replacement			1,000	
	Air testing	2,500		10,000	
	DDC controls	7,500			
	Rooftop A/C unit	12,000		12,000	15,000
	Engineering dept renovations	30,000			
	Window replacement			5,000	5,000
	Backup generator basement A/C	6,500			
	Wiring upgrades			4,000	
	Space needs/relocation review	25,000			
	Server room relocation	2,500			
Court House	Mechanical room upgrades	10,000	5,000	6,500	15,000
	DDC controls	7,500	7,500	10,000	
	Roof dome			247,500	
	Sidewalk repairs	1,000			
	Exterior painting			7,500	
	Chimney repairs	5,000			
	Interior painting	6,500			6,500
	Fascia	1,000			
	Ventilation cleaning	20,000			
	Flooring			20,000	
	Lighting upgrades			6,000	7,000
PW Shop	HVAC upgrades			15,000	10,000
	Maintenance office (rebudgeted from 2006 in progress)	3,000			
	Building upgrades	3,000	3,000		3,000
	Equipment shed electrical upgrades	5,500		5,500	
	Exterior painting			8,000	
	Garage door				
	Carpenter shop addition			50,000	50,000
	Electrical upgrade carpenter shop area	8,500			
	Flooring				
	AC unit				
	Fire protection system paint booth	18,000			
	Furnace			3,000	
	Lighting upgrades	3,000		4,000	
	Yard lighting				
	Frequency watt meter			6,000	
	Power factor			22,500	
Animal Pound	Roof			6,000	

CITY OF REVELSTOKE

FINANCIAL PLAN 2009-2013

	2009	2010	2011	2012	2013
Run fencing	4,000				
Service upgrade	5,000				
Building upgrades		5,500			
General government	undefined				
Web interface for HVAC systems	14,000				
Borrowing	0	(250,000)	(247,500)	0	0
Appendix 14	\$243,500	\$122,500	\$158,500	\$46,500	\$15,000
	OK	OK	OK	OK	OK

CITY OF REVELSTOKE

FINANCIAL PLAN 2009-2013

PROTECTIVE SERVICES
RCMP

Cover plywood soffits
Interview room renovations
Interior painting
HVAC upgrades
Office blinds

	2009	2010	2011	2012	2013
Council					
	4,500				
	5,500				
	5,000		5,000		5,000
				10,000	
	2,500	2,500		2,500	
Appendix 27	\$17,500	\$2,500	\$5,000	\$12,500	\$5,000
	OK	OK	OK	OK	OK

CITY OF REVELSTOKE

FINANCIAL PLAN 2009-2013

2009 2010 2011 2012 2013

Fire Department		Council				
	Emergency Services Building - resort lands	Borrowing		5,000,000		
	SCBA replacements		3,000	3,000	3,000	3,000
	Paging and radio upgrades		5,000	5,000	5,000	5,000
	Additional lockers			2,000		
	Mezzanine & extinguisher shelves		1,500			
	SCBA room racks for bottles/shelves for spare SCBA		1,500			
OK	Vehicle exhaust venting system (WCB Part 31.32) (lease over 5 years)		8,000	8,000	8,000	8,000
	Turnout clothing		25,000	8,000	8,000	8,000
	Helmets		6,500			
	Helmet lights		1,300			
	Hose replacements and nozzle upgrades		1,500	1,500	1,500	1,500
OK	Fire Inspector's vehicle (replacement of existing vehicle) budgeted in 2008		10,000	10,000	10,000	4,500
OK	Fire chief's vehicle (five year lease) final buyout		30,000	6,000	12,000	12,000
	Replace 1982 pumper Engine #2 (lease over 5 years)			70,000	140,000	140,000
	Rapid response wildland/resort equipment (lease over 5 years)		0	0	0	0
	Tender (2000-2500gal) (lease over 5 years)			22,500	45,000	45,000
	Engine #1 replacement (lease over 5 years)		50,000	100,000	100,000	100,000
	New apparatus required in 2012 (lease over 5 years)				70,000	140,000
	New apparatus required in 2012 (lease over 5 years)				70,000	140,000
	Museum addition to house Hazmat trailer			50,000	20,000	
	Training centre			10,000	10,000	5,000
	Fire hall back up power system		10,000			
	Table cloths			1,500		
OK	EOC mobile back up power (lease over 5 years)	PEP	6,000	6,000	6,000	3,600
	Door control- rear overhead door		3,000			
	Rapid response vehicle (lease over 5 years)		52,000	52,000	52,000	52,000
	Firehall alarm monitoring replacement (5 year lease)		10,000	20,000	20,000	20,000
	Ladder/platform engine #6 (5 year lease commencing 2010)			130,000	260,000	260,000
	Alarm panel study & replacement		10,000	10,000	10,000	
	Alarm room upgrade		5,000			
	CWPP Wildfire plan	PEP	15,000	10,000	10,000	
	WFPC Fire smart phase 2 fuel treatment		5,000	5,000	5,000	
	Automated external defibrillator		2,000			
	Photocopier (lease over 5 years)		2,000	3,500	3,500	3,500
	Tender (lease over 5 years)			22,500	45,000	45,000
	Tower sealing		2,000			
	Power vent hose tower		5,000			
	Painting and carpet - basement			6,000		
	Main Hall linoleum replacement			8,500		
	Roof repairs		30,000			
	HVAC Unit rooftop replacement		12,000			
	Exterior metal cladding		5,000	4,000		
	Window coverings			2,200		
	Monument base installation			4,000		
	Privacy screen area for staff		2,500			
	Computer equipment		3,500	4,500	5,000	5,000
	EOC backup computer	PEP	10,000			
	EOC battery backup system	PEP	3,500			
	Network upgrades		2,000		2,000	
	Borrowing		0	0	(5,000,000)	0
	Funded by PEP (CSRD)		(34,500)	(16,000)	(16,000)	(3,600)

Appendix 16 \$304,300 \$546,200 \$734,500 \$880,000 \$991,000
 OK OK OK OK OK

LAND PURCHASE

Miscellaneous land acquisition program
 Sewer to city owned land CPR hill
 Land remediation & improvement costs

Council					
	100,000	100,000	100,000	100,000	100,000
	115,000	0	0	0	0
	1,000,000				

Appendix 21 \$1,215,000 \$100,000 \$100,000 \$100,000 \$100,000

CITY OF REVELSTOKE

FINANCIAL PLAN 2009-2013

	2009	2010	2011	2012	2013
WATER					
Council					
Greeley Creek - computer replacement (critical systems)				2,500	
Computer replacement - SCADA 1	2,500				
Preventative maintenance	8,000				
Completion of Arrow Heights reservoir access					
Software upgrades			5,000		
Golf Course well connection to main distribution	10,000				
Radio system controller fail over - SCADA	5,000				
Cross Connection Program	12,000				
Water conservation products		10,000			
Water meter for hydrants		0			
Chlorine analyzer	6,000				
Mackenzie Avenue water main replacement	170,000	0	0	0	0
Engineering consulting - water services expansion	50,000	50,000	50,000	50,000	50,000
TCH reservoir/system upgrades	200,000	200,000			
TCH reservoir valve changes	50,000				
Membrane replacement	440,000				
Greeley Creek supply main upgrade		100,000	1,000,000	1,000,000	1,000,000
WonderWare software upgrades	15,000				
SCADA DNP3 upgrade	67,500				
TCH watermain replacement (Oak Drive)			200,000		
Well #3 exploratory	50,000				
2nd St/King St Watermain replacement		85,000			
Test well #3 (Columbia/Illecillewaet)		56,000			
6th St East		180,000			
Well #2 Illecillewaet River				290,000	
SCADA	15,000		55,000		
Water distribution upgrading	50,000	75,000	75,000	75,000	75,000
Borrowing	(370,000)	(380,000)	(200,000)	0	0
DCC funding	(110,000)	(206,000)	(1,050,000)	(1,340,000)	(1,050,000)

Appendix 23

2009	2010	2011	2012	2013
\$671,000	\$170,000	\$135,000	\$77,500	\$75,000
OK	OK	OK	OK	OK

SEWER

Council					
Sewage lagoon/plant upgrades	\$200,000	\$2,656,000	\$1,665,000	\$1,665,000	
Grant funding	\$0	(\$1,991,000)	(\$1,000,000)	(\$1,000,000)	
(this project is to be included in the DCC bylaw - DCC's to cover borrowing costs)	\$200,000	\$665,000	\$665,000	\$665,000	
CPR Hill sewer	\$1,058,000	\$0			
Relocation of existing sewer (see below)	(\$325,000)	\$0			
Contribution from City owned properties	(\$115,000)	\$0			
	\$618,000	\$0			
Downie lift station upgrade	\$1,700,000				
Downie Lift Station replacement	(\$1,300,000)				
Grant funding	\$400,000				
Downie force main replacement			\$1,100,000		
Arrow Heights sewer extension		\$1,000,000	\$2,000,000	\$1,000,000	\$2,000,000
Track Street sewer replacement	\$325,000	\$0	\$0	\$0	\$0
Lift station pump replacements	\$16,000	\$16,000	\$18,000	\$20,000	
Moss Street Pump station - pump replacement	\$10,000				
Safety equipment	\$5,000				

CITY OF REVELSTOKE

FINANCIAL PLAN 2009-2013

	2009	2010	2011	2012	2013	
Engineering consulting - development expansion	DCC	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Smoke testing		\$20,000				
RMR/Arrow Heights pipeline upgrade	DCC	\$610,000				
Sewer distribution upgrades and relining		\$0	\$175,000	\$100,000	\$100,000	\$130,000
Radio system controller fail over - SCADA		\$5,000				
Wonderware software upgrades		\$15,000	\$5,000			
SCADA DNP3 upgrade		\$67,500				
SCADA upgrading		\$20,000				
Newlands Road connection to hospital		\$275,000				
Grant funding from IHA	Grant	(\$100,000)				
Storm sewers (see Capital out of Revenue)						
Borrowing		(\$1,543,000)	(\$1,665,000)	(\$3,765,000)	(\$1,665,000)	(\$2,000,000)
Grant funding		(\$1,400,000)	(\$1,991,000)	(\$1,000,000)	(\$1,000,000)	\$0
DCC funding		(\$660,000)	(\$50,000)	(\$50,000)	(\$50,000)	(\$50,000)
Appendix 24		\$233,500	\$191,000	\$123,000	\$120,000	\$130,000
		OK	OK	OK	OK	OK
TOTAL OF ALL CAPITAL EXPENDITURE FROM RESERVES	Appendix 29	\$3,487,500	\$2,258,700	\$2,148,500	\$2,123,500	\$2,350,050
TOTAL OF ALL CAPITAL EXPENDITURES THROUGH BORROWING		\$3,763,000	\$3,395,000	\$9,832,500	\$1,665,000	\$2,650,000
TOTAL OF ALL CAPITAL EXPENDITURES THROUGH OTHER FUNDING		\$3,765,500	\$2,375,000	\$1,384,000	\$1,384,000	\$371,600
TOTAL OF ALL CAPITAL EXPENDITURES THROUGH DCC'S		\$1,025,000	\$776,000	\$1,100,000	\$1,410,000	\$1,100,000
TOTAL OF ALL CAPITAL EXPENDITURES		\$12,494,250	\$9,294,263	\$14,820,466	\$6,950,989	\$6,848,813

FINANCIAL PLAN 2009-2013

DEBT SCHEDULE

	2009	2010	2011	2012	2013
General					
Debt contracted	\$1,850,000	\$1,350,000	\$5,867,500	\$0	\$650,000
Repayments	(826,371)	(1,003,180)	(1,255,315)	(1,599,043)	(1,615,293)
Interest content	581,874	683,124	874,812	1,021,499	1,037,749
Actuarial adjustment	(49,414)	(62,691)	(79,065)	(104,369)	(131,601)
Balance b/fwd	9,131,239	10,687,328	11,654,582	17,062,513	16,380,600
Balance c/fwd	<u>\$10,687,328</u>	<u>\$11,654,582</u>	<u>\$17,062,513</u>	<u>\$16,380,600</u>	<u>\$16,321,455</u>
Water					
Debt contracted	\$370,000	\$380,000	\$200,000	\$0	\$0
Repayments	(413,883)	(445,059)	(472,320)	(484,036)	(484,036)
Interest content	285,798	304,548	319,048	324,048	324,048
Actuarial adjustment	(53,746)	(62,838)	(72,881)	(83,932)	(95,794)
Balance b/fwd	3,575,078	3,763,246	3,939,898	3,913,745	3,669,824
Balance c/fwd	<u>\$3,763,246</u>	<u>\$3,939,898</u>	<u>\$3,913,745</u>	<u>\$3,669,824</u>	<u>\$3,414,042</u>
Sewer					
Debt contracted	\$2,843,000	\$1,665,000	\$3,765,000	\$1,665,000	\$2,000,000
Repayments	(\$122,905)	(\$305,288)	(\$508,460)	(\$697,307)	(\$839,286)
Interest content	\$113,300	\$219,050	\$349,225	\$457,475	\$549,100
Actuarial adjustment	\$-0	(\$384)	(\$2,609)	(\$7,427)	(\$14,998)
Balance b/fwd	\$400,000	\$3,233,395	\$4,811,772	\$8,414,928	\$9,832,669
Balance c/fwd	<u>\$3,233,395</u>	<u>\$4,811,772</u>	<u>\$8,414,928</u>	<u>\$9,832,669</u>	<u>\$11,527,485</u>
Total debt balance	<u>\$17,683,970</u>	<u>\$20,406,252</u>	<u>\$29,391,186</u>	<u>\$29,883,094</u>	<u>\$31,262,983</u>

General principal	Bylaw #	2009	2010	2011	2012	2013
Road reconstruction	1641	725,000	21,926	21,926	21,926	21,926
Road reconstruction	1693	850,000	25,706	25,706	25,706	25,706
Road reconstruction	1749	650,000	13,619	13,619	13,619	13,619
Eastern Access Bridge	1818	625,000	15,007	15,007	15,007	15,007
Powerhouse Road	1820	850,000	20,410	20,410	20,410	20,410
Airport Way	1819	250,000	6,003	6,003	6,003	6,003
Pearkes/Cleland	1875	225,000	5,403	5,403	5,403	5,403
Track St/Cedar St rebuild		450,000	0	0	15,112	15,112
Dehumidifier		400,000	0	13,433	13,433	13,433
Combined projects		1,850,000	62,126	62,126	62,126	62,126
Combined projects		1,350,000		45,335	45,335	45,335
Combined projects		5,867,500			197,041	197,041
Combined projects		0				0

FINANCIAL PLAN 2009-2013

Combined projects		650,000					0
RCMP station	1664	2,500,000	52,381	52,381	52,381	52,381	52,381
Aquatic Centre	1695	3,500,000	84,042	84,042	84,042	84,042	84,042

Total Principal repayments			\$244,497	\$320,056	\$380,503	\$577,544	\$577,544
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General interest

Road reconstruction	1641	725,000	46,001	46,001	46,001	46,001	46,001
Road reconstruction	1693	850,000	46,673	46,673	46,673	46,673	46,673
Road reconstruction	1749	650,000	32,338	32,338	32,338	32,338	32,338
Eastern Access Bridge	1818	625,000	28,250	28,250	28,250	28,250	28,250
Powerhouse Road	1820	850,000	39,525	39,525	39,525	39,525	39,525
Airport Way	1819	250,000	11,625	11,625	11,625	11,625	11,625
Pearkes/Clealand	1875	225,000	10,463	10,463	10,463	10,463	10,463
Track St/Cedar St rebuild		450,000	0	11,250	22,500	22,500	22,500
Dehumidifier		400,000	10,000	20,000	20,000	20,000	20,000
Combined projects		1,850,000	46,250	92,500	92,500	92,500	92,500
Combined projects		1,350,000		33,750	67,500	67,500	67,500
Combined projects		5,867,500		0	146,688	293,375	293,375
Combined projects		0			0	0	0
Combined projects		650,000					16,250
RCMP station	1664	2,500,000	151,500	151,500	151,500	151,500	151,500
Aquatic Centre	1695	3,500,000	159,250	159,250	159,250	159,250	159,250

			581,874	683,124	874,812	1,021,499	1,037,749
Other interest charges			50,000	50,000	50,000	50,000	50,000
Aquatic Centre temporary int.			0	0	0	0	0
Temporary borrowing interest			0	0	0	0	0
Total interest and charges			\$631,874	\$733,124	\$924,812	\$1,071,499	\$1,087,749

Water debt principal

Treatment plant	1615	3,300,000	99,800	99,800	99,800	99,800	99,800
Upper Arrow Heights Reservoir	1750	1,350,000	28,286	28,286	28,286	28,286	28,286
Golf course well connection		370,000	0	12,425	12,425	12,425	12,425
Other projects		380,000			12,761	12,761	12,761
Other projects		200,000				6,716	6,716
Other projects		0					0
Other projects		\$0					
			\$128,086	\$140,511	\$153,272	\$159,988	\$159,988

Water debt interest

Treatment plant	1615	3,300,000	209,385	209,385	209,385	209,385	209,385
Upper Arrow Heights Reservoir	1750	1,350,000	67,163	67,163	67,163	67,163	67,163
Golf course well connection		370,000	9,250	18,500	18,500	18,500	18,500
Other projects		380,000		9,500	19,000	19,000	19,000
Other projects		200,000			5,000	10,000	10,000
Other projects		0				0	0
Other projects		0					0
			\$285,798	\$304,548	\$319,048	\$324,048	\$324,048

Sewer debt principal

CPR Hill		718,000	\$0	0	17,241	17,241	17,241	Local Service Area	100.00%
Track Street		225,000	\$0	0	5,403	5,403	5,403		
RMR/AH pipeline	1877	400,000	9,605	9,605	9,605	9,605	9,605	DCC	
Sewer plant upgrade	1904	1,500,000	0	36,018	36,018	36,018	36,018	DCC	
Other projects		1,343,000		40,616	40,616	40,616	40,616		
								58% Parcel Tax	42%
								99%	

FINANCIAL PLAN 2009-2013

Other projects	665,000			20,111	20,111	20,111	DCC	99%
Other projects	665,000		20,111	20,111	20,111	20,111	DCC	99%
Other projects	665,000					20,111	DCC	99%
Other projects	0						DCC	99%
AH sewer	1,000,000		30,243	30,243	30,243	30,243	Local Service Area	100%
AH sewer	2,000,000			60,485	60,485	60,485	Local Service Area	100%
Downie force main	0					0		
AH sewer	1,000,000					30,243	Local Service Area	100%
AH sewer	2,000,000						Local Service Area	100%
		\$9,605	\$86,239	\$159,236	\$239,832	\$290,186		

Sewer debt interest

CPR Hill	718,000		16,694	33,387	33,387	33,387	Local Service Area	100.00%
Track Street	225,000		5,231	10,463	10,463	10,463		
RMR/AH pipeline	1877 400,000	18,600	18,600	18,600	18,600	18,600	DCC	58% Parcel Tax
Sewer plant upgrade	1904 1,500,000	61,125	69,750	69,750	69,750	69,750	DCC	99%
Other projects	1,343,000	33,575	67,150	67,150	67,150	67,150		
Other projects	665,000			16,625	33,250	33,250	DCC	99%
Other projects	665,000		16,625	33,250	33,250	33,250	DCC	99%
Other projects	665,000			16,625	33,250	33,250	DCC	99%
Other projects	0						DCC	99%
AH sewer	1,000,000		25,000	50,000	50,000	50,000	Local Service Area	100%
AH sewer	2,000,000			50,000	100,000	100,000	Local Service Area	100%
Downie force main	0					0		
AH sewer	1,000,000				25,000	50,000	Local Service Area	100%
AH sewer	2,000,000					50,000	Local Service Area	100%
		\$113,300	\$219,050	\$349,225	\$457,475	\$549,100		

Aquatic centre

	(0)	0	0	0	0
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Revit Phase 2 recovery

Specified area recovery - int	0	0	0	0	0
Specified area recovery - int	0	0	0	0	0
Specified area recovery - pcl	0	0	0	0	0
Total Phase 2 Revit recovery	0	0	0	0	0

Sewer

DCC recoveries

RMR/AH pipeline	400,000	16,235	16,235	16,235	16,235	16,235
Sewer plant upgrade	1,500,000	60,514	104,710	104,710	104,710	104,710
Sewer plant upgrade	665,000	0	0	16,459	52,828	52,828
Sewer plant upgrade	665,000	0	16,459	52,828	52,828	52,828
Sewer plant upgrade	665,000	0	0	0	16,459	52,828
Sewer plant upgrade	0					
Total sewer DCC recovery	76,748	120,945	137,404	173,773	173,773	

Sewer AH

Local service area

RMR/AH pipeline	400,000	0	1,661	4,984	6,646	9,969
AH sewer	1,000,000	0	25,000	80,243	80,243	80,243
AH sewer	2,000,000	0	0	50,000	160,485	160,485
AH sewer	1,000,000	0	0	0	25,000	80,243
AH sewer	2,000,000	0	0	0	0	50,000
Total local service area recovery	0	25,000	130,243	265,728	370,970	

Estimated interest rate

5.00%

Estimated DCC recovery

99.00%

FINANCIAL PLAN 2009-2013

Est. local service area
recovery 100.00%

FINANCIAL PLAN 2009-2013

ELECTRIC UTILITY RESERVE

	Notes	2009	2010	2011	2012	2013
Balance forward at January 1		\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Interest RCFC		30,000	30,000	30,000	30,000	30,000
Interest Other investments		<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>
		1,550,000	1,550,000	1,550,000	1,550,000	1,550,000
Transfer to General Operating - Other contributions and donations	Appendix 1	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Balance at December 31		<u>\$1,500,000</u>	<u>\$1,500,000</u>	<u>\$1,500,000</u>	<u>\$1,500,000</u>	<u>\$1,500,000</u>

Notes: It has been the unwritten policy of previous Councils that the balance in the Electric Utility Reserve Fund be maintained at a level of \$1m (excluding the investment in RCFC). Any accumulated earnings above this balance have been used to balance the budget and defray the costs of special projects to lessen the impact on taxpayers.

In January 2001, one half of the investment in RCFC (\$500,000) was returned to the City. Therefore, if the established policy is to remain consistent, the balance to be maintained on this reserve fund should now be increased to \$1.5 m, and this is the assumption that has been made in computing the above figures.

By following the above policy, the overall investment of the reserve is maintained:

	2000	2001
Reserve fund balance	1,000,000	1,500,000
RCFC investment	1,000,000	500,000
Overall investment	<u>\$2,000,000</u>	<u>\$2,000,000</u>

The reserve fund balance is mostly invested in RCEC as follows:

Loan	\$200,000 @ prime
Preferred shares	\$1,000,000 @7%

In 2008 Council agreed to the deferral of the dividend on the preferred shares to assist in RCEC's cash flow. It is uncertain how long this deferral will continue but the financial plan assumes that it will be throughout the term of the plan.

CITY OF REVELSTOKE

APPENDIX 14

FINANCIAL PLAN 2009-2013

BUILDING RESERVE

	2009	2010	2011	2012	2013
Balance forward at January 1	\$55,000	\$7,013	\$7,876	\$110,257	\$321,282
Contribution from General operating	194,000	123,000	258,000	247,000	350,000
Transfer from Land Sale Reserve					0
Interest	1,513	363	2,881	10,525	24,439
	250,513	130,376	268,757	367,782	695,721
Capital Expenditure	(243,500)	(122,500)	(158,500)	(46,500)	(15,000)
Balance at December 31	\$7,013	\$7,876	\$110,257	\$321,282	\$680,721

Appendix 10

CITY OF REVELSTOKE

APPENDIX 15

FINANCIAL PLAN 2009-2013

CEMETERY RESERVE

	2009	2010	2011	2012	2013
Balance forward January 1	\$3,500	\$856	\$899	\$432	\$966
Contribution from General Operating (CSRD cost sharing function 100%)	43,000	25,000	21,000	22,000	10,000
Interest earnings	106	43	32	34	48
Capital expenditure	Appendix 10 (45,750)	(25,000)	(21,500)	(21,500)	(10,000)
Balance at December 31	<u>\$856</u>	<u>\$899</u>	<u>\$432</u>	<u>\$966</u>	<u>\$1,014</u>

CITY OF REVELSTOKE

APPENDIX 16

FINANCIAL PLAN 2009-2013

FIRE CAPITAL REPLACEMENT RESERVE

	2009	2010	2011	2012	2013
Balance forward January 1	\$40,000	\$7,868	\$3,956	\$30,291	\$77,931
Contribution from General Operating	271,000	542,000	760,000	925,000	1,200,000
Interest earnings	<u>1,168</u>	<u>288</u>	<u>835</u>	<u>2,640</u>	<u>9,122</u>
	312,168	550,156	764,791	957,931	1,287,052
Capital expenditure	Appendix 10 (304,300)	(546,200)	(734,500)	(880,000)	(991,000)
Balance at December 31	<u>\$7,868</u>	<u>\$3,956</u>	<u>\$30,291</u>	<u>\$77,931</u>	<u>\$296,052</u>

FINANCIAL PLAN 2009-2013

RECREATION CAPITAL REPLACEMENT RESERVE

	2009	2010	2011	2012	2013
Balance forward January 1	\$20,000	\$323	\$553	\$210,408	\$614,743
Contribution from General Operating	367,000	625,000	600,000	600,000	650,000
Contribution to Land Sale reserve	(25,923)	(25,923)	(25,923)	(25,923)	(25,923)
Interest earnings	496	654	5,778	20,758	39,718
	361,573	600,053	580,408	805,243	1,278,538
Capital expenditure	Appendix 10 (361,250)	(599,500)	(370,000)	(190,500)	(290,750)
Balance at December 31	\$323	\$553	\$210,408	\$614,743	\$987,788

CITY OF REVELSTOKE

APPENDIX 18

FINANCIAL PLAN 2009-2013

EQUIPMENT REPLACEMENT RESERVE

		Notes:	2009	2010	2011	2012	2013
Balance forward January 1			\$60,000	\$783	\$3,897	\$85,066	\$186,695
Contributions from	General Operating	1	235,000	405,000	480,000	670,000	1,000,000
	Water Operating		50,000	50,000	50,000	50,000	50,000
	Sewer Operating		50,000	50,000	50,000	50,000	50,000
Interest earnings			1,483	114	2,170	6,628	18,502
			396,483	505,897	586,066	861,695	1,305,197
Capital expenditure		Appendix 10	(395,700)	(502,000)	(501,000)	(675,000)	(733,300)
Balance at December 31			\$783	\$3,897	\$85,066	\$186,695	\$571,897

**CITY OF REVELSTOKE
FINANCIAL PLAN 2009-2013**

APPENDIX 19

PARK LAND CASH IN LIEU

	2009	2010	2011	2012	2013
Balance forward January 1	\$210,000	\$215,300	\$220,733	\$226,302	\$232,009
Interest earnings	5,300	5,433	5,569	5,708	5,851
Capital expenditure	0	0	0	0	0
Balance at December 31	<u>\$215,300</u>	<u>\$220,733</u>	<u>\$226,302</u>	<u>\$232,009</u>	<u>\$237,860</u>

CITY OF REVELSTOKE

APPENDIX 20

FINANCIAL PLAN 2009-2013

FUTURE SERVICES UPGRADE (DCC's)

	2009	2010	2011	2012	2013
Balance forward January 1	\$36,982	\$2,303,223	\$4,893,804	\$7,265,355	\$7,351,676
Contributions from DCC's	3,309,039	3,309,039	3,309,039	1,309,342	1,438,276
Interest earnings	58,950	178,487	299,916	360,751	376,041
	<u>3,404,971</u>	<u>5,790,749</u>	<u>8,502,759</u>	<u>8,935,448</u>	<u>9,165,992</u>
Capital expenditures	(1,101,748)	(896,945)	(1,237,404)	(1,583,773)	(1,273,773)
Balance at December 31	<u>\$2,303,223</u>	<u>\$4,893,804</u>	<u>\$7,265,355</u>	<u>\$7,351,676</u>	<u>\$7,892,220</u>

CITY OF REVELSTOKE

APPENDIX 20

FINANCIAL PLAN 2009-2013

FUTURE SERVICES UPGRADE (DCC's)

	2009	2010	2011	2012	2013
Original Future Services Upgrade Parking					
Balance forward January 1	\$28,982	\$50,931	\$73,978	\$98,177	\$123,585
Contributions	20,000	20,000	20,000	20,000	20,000
Interest earnings	1,949	3,047	4,199	5,409	6,679
	<u>50,931</u>	<u>73,978</u>	<u>98,177</u>	<u>123,585</u>	<u>150,265</u>
Capital expenditures	0	0	0	0	0
Balance at December 31	<u>\$50,931</u>	<u>\$73,978</u>	<u>\$98,177</u>	<u>\$123,585</u>	<u>\$150,265</u>
Water					
Balance forward January 1	\$0	\$1,285,546	\$2,531,845	\$2,982,191	\$2,235,970
Contributions	1,365,858	1,365,858	1,365,858	473,173	520,490
Interest earnings	31,355	93,107	134,489	127,272	98,561
	<u>1,397,213</u>	<u>2,744,511</u>	<u>4,032,191</u>	<u>3,582,636</u>	<u>2,855,020</u>
Capital expenditures	(111,667)	(212,667)	(1,050,000)	(1,346,667)	(1,050,000)
Balance at December 31	<u>\$1,285,546</u>	<u>\$2,531,845</u>	<u>\$2,982,191</u>	<u>\$2,235,970</u>	<u>\$1,805,020</u>
Sanitary Sewer					
Balance forward January 1	\$4,000	\$484,899	\$1,309,522	\$2,678,250	\$3,138,222
Contributions	1,455,518	1,455,518	1,455,518	544,308	598,738
Interest earnings	13,796	46,716	100,614	146,104	170,630
	<u>1,473,314</u>	<u>1,987,133</u>	<u>2,865,654</u>	<u>3,368,661</u>	<u>3,907,590</u>
Capital expenditures	(911,667)	(556,667)	(50,000)	(56,667)	(50,000)
Debt repayment	(76,748)	(120,945)	(137,404)	(173,773)	(173,773)
Balance at December 31	<u>\$484,899</u>	<u>\$1,309,522</u>	<u>\$2,678,250</u>	<u>\$3,138,222</u>	<u>\$3,683,817</u>
Roads					
Balance forward January 1	\$4,000	\$481,846	\$978,460	\$1,506,737	\$1,853,899
Contributions	467,663	467,663	467,663	271,862	299,048
Interest earnings	11,850	35,617	60,615	81,967	100,171
	<u>483,513</u>	<u>985,126</u>	<u>1,506,737</u>	<u>1,860,566</u>	<u>2,253,118</u>
Capital expenditures	(1,667)	(6,667)	0	(6,667)	0
Balance at December 31	<u>\$481,846</u>	<u>\$978,460</u>	<u>\$1,506,737</u>	<u>\$1,853,899</u>	<u>\$2,253,118</u>
TOTAL	<u>\$2,303,223</u>	<u>\$4,893,804</u>	<u>\$7,265,355</u>	<u>\$7,351,676</u>	<u>\$7,892,220</u>

FINANCIAL PLAN 2009-2013

LAND SALE RESERVE

	Notes	2009	2010	2011	2012	2013
Balance forward January 1		\$1,500,000	\$396,298	\$902,943	\$1,447,587	\$2,033,079
Land sales		100,000	500,000	500,000	500,000	500,000
Contribution from General operating	1	0	40,000	40,000	40,000	40,000
Contribution from Recreation Reserve		25,923	25,923	25,923	25,923	25,923
Contribution to capital out of revenue		(160,000)				
Contribution to Building Reserve		0	0	0	0	0
Interest earnings		145,375	40,722	78,721	119,569	163,481
		<u>1,611,298</u>	<u>1,002,943</u>	<u>1,547,587</u>	<u>2,133,079</u>	<u>2,762,483</u>
Capital expenditure	Appendix 10	(1,215,000)	(100,000)	(100,000)	(100,000)	(100,000)
Balance at December 31		<u>\$396,298</u>	<u>\$902,943</u>	<u>\$1,447,587</u>	<u>\$2,033,079</u>	<u>\$2,662,483</u>

Contribution to Recreation Reserve:

Balance of \$1.5 million excess funds transferred by bylaw:
Loan repayable over 10 years with interest:

	Council					
\$259,230	\$259,230	\$233,307	\$207,384	\$181,461	\$155,538	\$129,615
	(25,923)	(25,923)	(25,923)	(25,923)	(25,923)	(25,923)
	<u>\$233,307</u>	<u>\$207,384</u>	<u>\$181,461</u>	<u>\$155,538</u>	<u>\$129,615</u>	<u>\$103,692</u>
Land sales	2	100,000	500,000	500,000	500,000	500,000

- Notes:**
- 1 This represents the repayment of the loan to the Recreation Capital Replacement Reserve
 - 2 Anticipated recovery of costs of Bridge Creek Properties through lot sales.

CITY OF REVELSTOKE

APPENDIX 22

FINANCIAL PLAN 2009-2013

COMMUNITY CENTRE OPERATING RESERVE

	2009	2010	2011	2012	2013
Balance forward January 1	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Contribution to General Operating	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Contribution from General operating	0	0	0	0	0
Interest earnings	10,000	10,000	10,000	10,000	10,000
Balance at December 31	<u>\$200,000</u>	<u>\$200,000</u>	<u>\$200,000</u>	<u>\$200,000</u>	<u>\$200,000</u>

CITY OF REVELSTOKE

APPENDIX 23

FINANCIAL PLAN 2009-2013

WATER REPLACEMENT RESERVE

	2009	2010	2011	2012	2013
Balance forward January 1	\$800,000	\$408,475	\$510,899	\$654,319	\$915,097
Contribution from Water Operating	250,000	250,000	250,000	300,000	325,000
Interest earnings	29,475	22,424	28,420	38,278	52,005
	1,079,475	680,899	789,319	992,597	1,292,102
Capital expenditure	Appendix 10 (671,000)	(170,000)	(135,000)	(77,500)	(75,000)
Balance at December 31	<u>\$408,475</u>	<u>\$510,899</u>	<u>\$654,319</u>	<u>\$915,097</u>	<u>\$1,217,102</u>

CITY OF REVELSTOKE

APPENDIX 24

FINANCIAL PLAN 2009-2013

SEWER REPLACEMENT RESERVE

	Notes	2009	2010	2011	2012	2013
Balance forward January 1		\$200,000	\$211,538	\$128,839	\$111,706	\$86,542
Contribution from Sewer Operating		235,000	100,000	100,000	90,000	120,000
Interest earnings		<u>10,038</u>	8,302	5,867	4,835	4,077
		445,038	319,839	234,706	206,542	210,619
Capital expenditure	Appendix 10	(233,500)	(191,000)	(123,000)	(120,000)	(130,000)
Balance at December 31		<u>\$211,538</u>	<u>\$128,839</u>	<u>\$111,706</u>	<u>\$86,542</u>	<u>\$80,619</u>

CITY OF REVELSTOKE

APPENDIX 25

FINANCIAL PLAN 2009-2013

SNOW REMOVAL RESERVE

	2009	2010	2011	2012	2013
Balance forward January 1	\$50,000	\$1,250	\$1,313	\$1,378	\$1,447
Contribution from/(to) General Operating	(\$50,000)	0	0	0	0
Interest earnings	1,250	63	66	69	72
Balance at December 31	<u>\$1,250</u>	<u>\$1,313</u>	<u>\$1,378</u>	<u>\$1,447</u>	<u>\$1,519</u>

CITY OF REVELSTOKE

APPENDIX 26

FINANCIAL PLAN 2009-2013

LIABILITY SELF-INSURANCE RESERVE

	2009	2010	2011	2012	2013
Balance forward January 1	\$38,000	\$38,950	\$39,924	\$40,922	\$41,945
Interest earnings	950	974	998	1,023	1,049
Balance at December 31	<u>\$38,950</u>	<u>\$39,924</u>	<u>\$40,922</u>	<u>\$41,945</u>	<u>\$42,994</u>

CITY OF REVELSTOKE

APPENDIX 27

FINANCIAL PLAN 2009-2013

POLICE STATION CAPITAL RESERVE

	2009	2010	2011	2012	2013
Balance forward January 1	\$96,000	\$82,863	\$84,443	\$83,540	\$74,905
Contribution from General Operating	0	0	0	0	0
Interest earnings	4,363	4,081	4,097	3,865	3,620
Capital expenditure	Appendix 10 (17,500)	(2,500)	(5,000)	(12,500)	(5,000)
Balance at December 31	<u>\$82,863</u>	<u>\$84,443</u>	<u>\$83,540</u>	<u>\$74,905</u>	<u>\$73,525</u>

CITY OF REVELSTOKE

APPENDIX 28

FINANCIAL PLAN 2009-2013

	2009	2010	2011	2012	2013
SUMMARY OF ALL RESERVES (Excluding ELECTRIC UTILITY)					
Balance forward January 1	\$3,309,482	\$3,874,737	\$7,000,078	\$10,467,563	\$12,138,316
Contributions from General Operating	1,110,000	1,760,000	2,159,000	2,504,000	3,250,000
Contributions from Water Operating	300,000	300,000	300,000	350,000	375,000
Contributions from Sewer Operating	285,000	150,000	150,000	140,000	170,000
Contributions from DCC's	3,309,039	3,309,039	3,309,039	1,309,342	1,438,276
Land sales	100,000	500,000	500,000	500,000	500,000
Interest earnings (Approx. 5% on average balance)	270,465	271,947	445,350	584,684	708,025
Contribution to General Operating	(220,000)	(10,000)	(10,000)	(10,000)	(10,000)
	8,463,986	10,155,723	13,853,467	15,845,589	18,569,617
Capital Expenditures from reserves	(3,487,500)	(2,258,700)	(2,148,500)	(2,123,500)	(2,350,050)
Capital expenditures from DCC's	(1,025,000)	(776,000)	(1,100,000)	(1,410,000)	(1,100,000)
Debt repayments from DCC funds	(76,748)	(120,945)	(137,404)	(173,773)	(173,773)
Balance at December 31	<u>\$3,874,737</u>	<u>\$7,000,078</u>	<u>\$10,467,563</u>	<u>\$12,138,316</u>	<u>\$14,945,794</u>
Cumulative Total Check	3,874,737	7,000,078	10,467,563	12,138,316	14,945,794

INDIVIDUAL RESERVE BALANCES SUMMARY

	2008	2009	2010	2011	2012	2013
Building	\$55,000	\$7,013	\$7,876	\$110,257	\$321,282	\$680,721
Cemetery	3,500	856	899	432	966	1,014
Fire Capital Replacement	40,000	7,868	3,956	30,291	77,931	296,052
Recreation Capital Replacement	20,000	323	553	210,408	614,743	987,788
Equipment Replacement	60,000	783	3,897	85,066	186,695	571,897
Park land Cash in lieu	210,000	215,300	220,733	226,302	232,009	237,860
Future Services Upgrade (DCC's)	36,982	2,303,223	4,893,804	7,265,355	7,351,676	7,892,220
Land Sale	1,500,000	396,298	902,943	1,447,587	2,033,079	2,662,483
Community Centre Operating	200,000	200,000	200,000	200,000	200,000	200,000
Water Replacement	800,000	408,475	510,899	654,319	915,097	1,217,102
Sewer Replacement	200,000	211,538	128,839	111,706	86,542	80,619
Snow Removal	50,000	1,250	1,313	1,378	1,447	1,519
Liability Self-insurance	38,000	38,950	39,924	40,922	41,945	42,994
Police Station Capital	96,000	82,863	84,443	83,540	74,905	73,525
	<u>\$3,309,482</u>	<u>\$3,874,737</u>	<u>\$7,000,078</u>	<u>\$10,467,563</u>	<u>\$12,138,316</u>	<u>\$14,945,794</u>

Note: Individual reserve fund balances appearing in parenthesis means that they are overdrawn. This is not permitted and will have to be rectified by reducing expenditures and/or increasing funding to the reserves.

WATER UTILITY

2008/2009 BUDGET COMPARISON

	2008 Budget	2009 Budget	Increase %	2010	2011	2012	2013
REVENUES:							
Council							
Water Revenue	\$1,178,603	\$1,245,703	5.69%	\$1,269,892	\$1,298,112	\$1,322,300	\$1,350,520
Connections and other contributions	\$18,000	\$58,000	222.22%	58,000	58,000	58,000	58,000
TOTAL OPERATING REVENUES	1,196,603	1,303,703		1,327,892	1,356,112	1,380,300	1,408,520
EXPENSES:							
Council							
Administration	126,000	126,000	0.00%	126,000	126,000	126,000	126,000
Reservoir	30,000	30,000	0.00%	31,000	32,500	34,000	35,500
Connections	113,500	112,500	-0.88%	114,000	115,500	117,000	118,000
Transmission and Distributions	90,500	134,000	48.07%	134,000	134,000	136,000	139,000
Greeley Creek filtration plant	177,500	166,000	-6.48%	187,000	167,000	166,000	167,000
Amortization of capital assets	0	250,000	ERR	250,000	250,000	250,000	250,000
Debt principal repayment	128,086	128,086	0.00%	140,511	153,272	159,988	159,988
Debt interest payment	276,548	285,798	3.34%	304,548	319,048	324,048	324,048
TOTAL OPERATING EXPENDITURES	942,133	1,232,383	30.81%	1,287,059	1,297,320	1,313,036	1,319,536
OPERATING SURPLUS/(DEFICIT)	254,469	71,320		40,833	58,792	67,264	88,984
Capital expenditures	(438,500)	(1,151,000)		(756,000)	(1,385,000)	(1,417,500)	(1,125,000)
Less: Grants and other funding	0	0		0	0	0	0
Funding from reserves	308,500	671,000		170,000	135,000	77,500	75,000
Funding from debt	0	370,000		380,000	200,000	0	0
Funding through DCC's	130,000	110,000		206,000	1,050,000	1,340,000	1,050,000
Capital out of revenue	0	0		0	0	0	0
SURPLUS/(DEFICIT) FOR THE YEAR	254,469	71,320		40,833	58,792	67,264	88,984
Transfer from equity in capital assets	0	250,000		250,000	250,000	250,000	250,000
Transfer to reserves funds:							
Equipment Replacement	(25,000)	(50,000)		(50,000)	(50,000)	(50,000)	(50,000)
Water Reserve	(295,459)	(250,000)		(250,000)	(250,000)	(300,000)	(325,000)
NET SURPLUS/(DEFICIT)	(\$65,990)	\$21,320		(\$9,167)	\$8,792	(\$32,736)	(\$36,016)
Council							
Residential rate*	\$303	\$309		\$315	\$322	\$328	\$335
Operating reserve	\$151,109	\$172,429		\$163,262	\$172,054	\$139,318	\$103,302
Capital reserve		\$408,475		\$510,899	\$654,319	\$915,097	\$1,217,102
*For the purposes of this exercise commercial rates are assumed to increase at the same percentage as residential. Effective % increase → 1.98%							
* Average annual demand in cubic metres	2,416,000	2,416,000		2,416,000	2,416,000	2,416,000	2,416,000
Cost per cubic metre	\$0.52	\$0.63		\$0.66	\$0.66	\$0.69	\$0.70
* Average household consumption in cubic metre	570	570		570	570	570	570
Cost per household	\$297.88	\$361.53		\$374.43	\$376.85	\$392.36	\$399.79

* Source: City of Revelstoke Water Conservation Study
Dayton & Knight January '07
Note: D & K calculated a cost per metre of \$0.58

FINANCIAL PLAN 2009-2013

At this rate the costs per household becomes \$330

Residential connections	2916	2916	2916	2916	2916
Residential revenue	\$901,044	\$918,540	\$938,952	\$956,448	\$976,860

FINANCIAL PLAN 2009-2013

SEWER UTILITY

2008/2009 BUDGET COMPARISON

	2008 Budget	2009 Budget	Increase %	Notes	2010	2011	2012	2013
REVENUES:								
Council								
Sewer Revenue	\$584,530	\$626,053	7.10%		\$651,281	\$690,231	\$717,257	\$761,235
Other revenues	42,377	19,877	-53.09%		54,577	89,277	54,577	89,277
Frontage tax	105,000	105,000	0.00%		116,970	116,970	116,970	116,970
DCC recoveries	9,785	76,748	684.33%		120,945	137,404	173,773	173,773
Local service areas	17,950	0	-100.00%		41,694	180,870	316,355	421,598
TOTAL OPERATING REVENUES	759,643	827,678	8.96%		985,467	1,214,752	1,378,932	1,562,853
Council								
EXPENSES:								
Administration	118,000	118,000	0.00%		118,000	118,000	118,000	118,000
Sewer Collection System	81,900	81,400	-0.61%		82,400	83,400	85,900	88,400
Lift Stations	112,200	214,000	90.73%		216,500	219,500	222,000	226,000
Treatment and Disposal Plant	82,300	115,400	40.22%		117,900	118,900	123,400	125,400
Amortization of capital assets	0	100,000	ERR		100,000	100,000	100,000	100,000
Debenture principal repayments	0	9,605	ERR		86,239	159,236	239,832	290,186
Debenture interest payments	40,575	113,300	179.24%		219,050	349,225	457,475	549,100
TOTAL OPERATING EXPENDITURES	434,975	751,705	72.82%		940,088	1,148,260	1,346,607	1,497,086
OPERATING SURPLUS/(DEFICIT)	324,668	75,973			45,379	66,492	32,325	65,767
Capital expenditures	(3,204,000)	(3,836,500)			(3,897,000)	(4,938,000)	(2,835,000)	(2,180,000)
Less: Grants and other funding		1,400,000			1,991,000	1,000,000	1,000,000	0
Funding from reserves	491,000	233,500			191,000	123,000	120,000	130,000
Funding from debt	2,713,000	1,543,000			1,665,000	3,765,000	1,665,000	2,000,000
Funding through DCC's	0	660,000			50,000	50,000	50,000	50,000
Capital out of revenue	0	0			0	0	0	0
SURPLUS/(DEFICIT) FOR THE YEAR	324,668	75,973			45,379	66,492	32,325	65,767
Transfer from equity in capital assets	0	100,000			100,000	100,000	100,000	100,000
Transfer to reserves funds:								
Equipment Replacement	(25,000)	(50,000)			(50,000)	(50,000)	(50,000)	(50,000)
Sewer Reserve	(315,000)	(235,000)			(100,000)	(100,000)	(90,000)	(120,000)
NET SURPLUS/(DEFICIT)	(\$15,332)	(\$109,027)			(\$4,621)	\$16,492	(\$7,675)	(\$4,233)

		Council				
		\$180	\$183	\$187	\$191	\$195
Residential rate*	\$176					
Operating reserve	\$113,769	\$4,742	\$121	\$16,613	\$8,938	\$4,705
Capital reserve		\$211,538	\$128,839	\$111,706	\$86,542	\$80,619

*For the purposes of this exercise commercial rates are assumed to increase at the same percentage as residential. Effective % increase → 2.00%

Proposed Arrow Heights extension:

			Total lots	1,000,000	2,000,000	1,000,000	2,000,000
Expenditure							
Equivalent lots	69.4 per \$1 m	0	500	69	139	69	139
Connection fees	\$500	\$0		\$34,700	\$69,400	\$34,700	\$69,400
Rates		\$0		\$12,708	\$25,924	\$13,221	\$27,066

CITY OF REVELSTOKE

APPENDIX 30

FINANCIAL PLAN 2009-2013

SEWER UTILITY

2008/2009 BUDGET COMPARISON

Proposed Clearview Heights extension:						
Expenditure		Lots				
		1,058,000		0	0	0
Connection fees (exc City lots)	\$500	0	\$0			
Rates		0	\$0			
Total DCC Recovery		736,748		170,945	187,404	223,773

CITY OF REVELSTOKE

APPENDIX 32

COMPUTATION OF TAX INCREASE (Including new construction)

Class	Rates	Assessed value	2009			2008	
			Tax Revenue	% of Total	% Inc.	Tax Revenue	% of Total
Residential 1	3.2878	1,065,838,180	3,504,293	48.11%	15.35%	3,037,889	47.52%
Utility 2	60.3626	7,009,100	423,087	5.81%	7.81%	392,453	6.14%
Forestry 3							
Major Industry 4	37.0578	10,908,400	404,241	5.55%	-15.94%	480,876	7.52%
Light Industry 5	28.3822	4,899,000	139,045	1.91%	27.82%	108,781	1.70%
Business 6	21.7915	128,760,700	2,805,895	38.52%	19.02%	2,357,449	36.88%
Tree farm 7							
Seasonal 8	8.6202	866,200	7,467	0.10%	-49.85%	14,890	0.23%
			<u>\$1,218,281,580</u>	<u>\$7,284,027</u>	<u>100.00%</u>	<u>\$6,392,337</u>	<u>100.00%</u>

Increase in revenue \$891,690

Less: Debt repayment portion \$875,768
 Tax revenues excluding debt portion \$6,408,259

New Construction:

Residential 1	77,179,000
Utility 2	18,000
Forestry 3	0
Major Industry 4	138,000
Light Industry 5	798,000
Business 6	13,006,156
Tree farm 7	0
Seasonal 8	(982,000)
	<u>\$90,157,156</u>

Attributable tax revenue \$557,560

2009					Debt Revenue collected
FACTORS		2009 RATES			
GEN.	DEBT	GENERAL	DEBT	TOTAL	
1.00	1.00	2.8925	0.3953	3.2878	421,326
18.36	18.36	53.1051	7.2575	60.3626	50,868
11.27	11.27	32.6023	4.4555	37.0578	48,602
8.63	8.63	24.9698	3.4124	28.3822	16,718
6.63	6.63	19.1715	2.6200	21.7915	337,357
2.62	2.62	7.5838	1.0364	8.6202	898
					875,768
					826,371
					49,398

2008					Debt Surplus
FACTORS		2008 RATES			
GEN.	DEBT	GENERAL	DEBT	TOTAL	
1.00	1.00	2.6803	0.3700	3.0503	
18.25	18.25	48.9048	6.7511	55.6560	
14.63	14.63	39.2102	5.4128	44.6231	
8.52	8.52	22.8450	3.1537	25.9986	
6.59	6.59	17.6552	2.4372	20.0924	
2.40	2.40	6.4387	0.8888	7.3275	