

# Financial Plan

# 2014-2018

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January 31, 2014

City of  
Revelstoke

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### **Vision Statement**

Revelstoke will be a leader in achieving a sustainable community by balancing environmental, social and economic values within a local, regional and global context. Building on its rich heritage and natural beauty, this historic mountain community will pursue quality and excellence.

Revelstoke will be seen as vibrant, healthy, clean, hospitable, resilient and forward thinking. It will be committed to exercising its rights with respect to decisions affecting the North Columbia Mountain Region.

Community priorities include: opportunities for youth; economic growth and stability; environmental citizenship; personal safety and security; a responsible and caring social support system; a first-class education system; local access to life-long learning; spiritual and cultural values; and diverse forms of recreation. All residents and visitors shall have access to the opportunities afforded by this community.

### **Mission Statement**

Our mission is to provide optimum quality services and security to our community and our visitors, in a fiscally responsible manner.

We will endeavor to provide cooperative, well-informed and innovative leadership in order to sustain our uniquely superior quality of life.

We are committed to fostering a strong sense of community in Revelstoke, and we will be responsive and adaptive to changing social, political and economical conditions.

## Official Community Plan Extract

### “3.6 MUNICIPAL FINANCE

#### *Background*

The rapid growth of the community with the RMR development creates challenges for balancing City revenues, costs and investments.

City operating revenues are sourced from property taxes, and fees for various services, the grant-in-lieu of taxes from BC Hydro for the Revelstoke dam, cost sharing arrangements for particular services with the Columbia Shuswap Regional District (e.g. fire protection) and provincial transfers. Other cost sharing arrangements with the Columbia Shuswap Regional District include or may include the airport, cemetery, or parks and recreation.

Projected operating costs currently exceed these revenues, prompting the need for careful consideration of service levels to avoid unacceptable tax increases.

Substantial capital investments are necessary for roads, buildings, equipment, water, and sewer enhancements to meet the needs of the growing community. These investments are funded through general revenues, reserves, borrowing, development cost charges, grants, and, for tourism infrastructure, resort municipality hotel tax revenues. While development cost charges are designed to fund infrastructure for new development over the long term, in the short term the City may have to finance community infrastructure improvements, often without certainty about when developments, and development cost charges will be realized.

The City prepares a five-year financial plan which is updated annually. The recent global economic recession has slowed development plans in the community. This has further exacerbated the challenge of managing municipal finances to anticipate the needs of future growth when the timing of such growth is uncertain.

#### *Community Goals*

- Appropriately balance revenue limitations with expenditures and investments to meet community needs over the long-term.
- Maintain effective management, efficiencies and accountability of the City’s fiscal budgets and operations.

#### *Policies*

- Annually prepare a 5-year Financial Plan, with community consultation to sustainably balance revenues with operating costs and capital investments, retaining adequate reserves.
- Include lifecycle analysis of major municipal capital purchases recognizing that maintenance and operations are a significant component of municipal expenditures.
- Identify and plan for the efficient allocation of traditional and non-traditional funding sources.

- Continue to pursue senior government funding opportunities (i.e. additional Hotel Tax, Gas Tax, and infrastructure or other grant funding).
- Manage and acquire City owned lands consistent with a Land Acquisition Strategy.
- Develop partnerships and share resources and funding with private, public and non-profit organizations, cooperatively pursuing resources and funding.
- Develop a cost recovery analysis and fee structure for all City fee-for-service functions.
- Consider development tax incentives and fees that promote community amenities such as affordable housing, aging in place, parks and recreation, green space and public safety.
- Work with the Provincial assessment authority and other municipal partners to balance property taxation and achieve a more equitable taxation system.
- Develop a risk evaluation in conjunction with the City's insurance provider.
- Assess and evaluate unfunded mandates from senior levels of government.
- Explore tax increment financing or deferred taxation funding that enhances heritage properties, and economic development.
- Ensure City financial policies and practices are consistent with the Official Community Plan.
- Appreciate the importance of volunteerism in fulfilling community priorities and supplementing City resources.”

## 2014 Council Objectives

### 1. Safeguard Infrastructure through effective long term strategies

The City of Revelstoke will protect the continuance of healthy infrastructure for current and future generations.

- Refinement of asset management plans to ensure consistency with fiscal policies to protect appropriate replacement of our infrastructure.
- Establish measures reflected in the 2014-2018 financial plan that sequentially reduces the City's debt to asset ratio.
- Implement strategies to increase reserves
- Explore the merits of a boundary extension to ensure development opportunities are aligned with the greater Revelstoke infrastructure and service capacity and are congruent with the *Revelstoke Mountain Master Plan Agreement*.

### 2. Determination of Core and non Core service levels

Weighing the diverse expectations and needs of all residents, businesses, and visitors, the City of Revelstoke will establish service levels for both core and non-core activities and programs that are in harmony with fiscal priorities and limitations.

- Review and adoption of DCC bylaw that reflect upon and balances the communities overall expectations.
- Review all non-core services utilizing objective community feedback as to the extent and limitations of providing non essential city services.
- Establish service levels for core services such as roads, parks, snow removal, recreation, fire protection and police services that are in line with public expectations and fiscal limitations.

### 3. Improve the Revelstoke Experience

Optimizing the use of traditional and modern methods of communication with the public the City of Revelstoke will improve the interaction and exchange of ideas with its citizens and visitors.

- Provide better customer service and efficiency through the realignment of departmental and overall corporate communications.
- Change from reactive information to proactive engagement.
- Change consistent branding of corporate communications.
- Conduct second annual community satisfaction survey.

## Introduction

The 2014-2018 Financial Plan continues in its revised format. It is hoped that this simplified presentation will enable readers to better understand the complexities of the financial plan.

The financial plan starts with a consolidated summary (Table 18 page 12) with following subsidiary schedules which provide further, progressive detail supporting the consolidated plan.

The consolidated financial plan shows the operating expenses for all departments, including water and sewer. It also shows all the operating expenses by type. This provides the reader with not only an indication of the proposed expenditures per department but also how those expenditures are allocated between the various cost types.

## Meeting Council Priorities

Council has set a number of objectives for 2014, some of which will have a direct impact on the financial plan. The most notable of these are:

- The inclusion of \$42,500 over 2 years, commencing 2014, for further departmental reviews<sup>1</sup>.
- The addition of one additional police officer in 2013 did not proceed and has now been eliminated from the budget.
- Targeted cuts in hours to save employment costs. Some service levels will be affected marginally.

## Consolidated Results

For the 2014-2018 period the projected consolidated results are as follows:

<sup>1</sup> The Fire Department review was completed in 2013.

| \$'millions     | 2014  | 2015  | 2016  | 2017  | 2018  |
|-----------------|-------|-------|-------|-------|-------|
| <b>Revenue</b>  | 22.73 | 23.22 | 24.08 | 24.67 | 25.26 |
| <b>Expenses</b> | 21.07 | 21.27 | 21.35 | 21.51 | 21.63 |
| <b>Surplus</b>  | 1.66  | 1.95  | 2.72  | 3.16  | 3.64  |

Table 1 – Consolidated Results

The surplus shown in Table 1 above is the consolidated operating surplus before accounting for capital out of revenue, debt principal repayments, transfers from equity in capital assets (to cover amortization) and transfers to reserves. After accounting for these items the net surplus/-deficit becomes:

| \$'millions                 | 2014  | 2015  | 2016  | 2017 | 2018 |
|-----------------------------|-------|-------|-------|------|------|
| <b>Net surplus/-deficit</b> | -0.09 | -0.03 | -0.12 | 0.28 | 0.54 |
| <b>Accumulated surplus</b>  | 1.03  | 0.99  | 0.87  | 1.14 | 1.68 |

Table 2 – Net consolidated surplus

The accumulated consolidated surplus can be attributed to each of the three operating areas as follows:

| \$'millions    | 2014 | 2015 | 2016 | 2017 | 2018 |
|----------------|------|------|------|------|------|
| <b>General</b> | 0.59 | 0.58 | 0.58 | 0.63 | 0.83 |
| <b>Water</b>   | 0.37 | 0.38 | 0.27 | 0.45 | 0.68 |
| <b>Sewer</b>   | 0.07 | 0.04 | 0.02 | 0.06 | 0.18 |
| <b>Total</b>   | 1.03 | 0.99 | 0.87 | 1.14 | 1.68 |

Table 3 – Accumulated surpluses

## Major Assumptions

The consolidated results are based on the following assumptions:

- Service levels will be reduced in targeted areas to minimize impact to the public.
- CPI will continue generally in the 2% range<sup>2</sup>.

<sup>2</sup> CPI is not the best indicator of future cost increases for municipalities because it is not representative of the types of goods and services normally purchased



## 2014-2018 Financial Plan

- Property taxes will increase at an average of 1.99% in 2014 and an average of about 2.7% a year thereafter<sup>3</sup>. In order to recover the revenue lost in 2013 from supplementary tax assessments the increase in 2014 should be about 3% higher.
- Property tax growth from new construction will average 3% a year<sup>4</sup>
- Fees and charges rates will increase approximately in line with CPI.
- Utility rates will increase generally at a higher rate than CPI to meet operational and capital requirements.

### Consolidated Revenues

The total consolidated revenue in 2014 is expected to increase by about 1.9% over 2013 (including non-TCA funding). If non-TCA funding is excluded from the calculation the increase becomes 4.47%. When hotel tax and internal

by local governments. Since municipalities' costs are more likely to involve construction, road maintenance etc. these costs are more aligned with the price of oil and the construction cost index (ENR). The City of St. Albert, AB, has forecast that its MPI for 2013 will be 3.5% and in the last 3 years it has been between 3.1% and 3.7%. ([www.stalberttaxpayers.org/index.org/index\\_html\\_files/03\\_AR\\_MPI.pdf](http://www.stalberttaxpayers.org/index.org/index_html_files/03_AR_MPI.pdf))

<sup>3</sup> In accordance with Bill 55 the Class 2 (Utility rate) is set at 2.77 times the Class 6 (Business) rate. Therefore, the property tax increase for Class 2 may not equal the average. Also, in 2012, Council reduced the Class 4 (Major Industry) rate to equate to the Class 5 (Light Industry) rate. If the same approach is adopted in 2013, the rate increase for Class 4 may not equal the average.

<sup>4</sup> The average for the last five years has been 4.7% with a mean average closer to 3%.

equipment earnings are removed the increase becomes 2.84%.

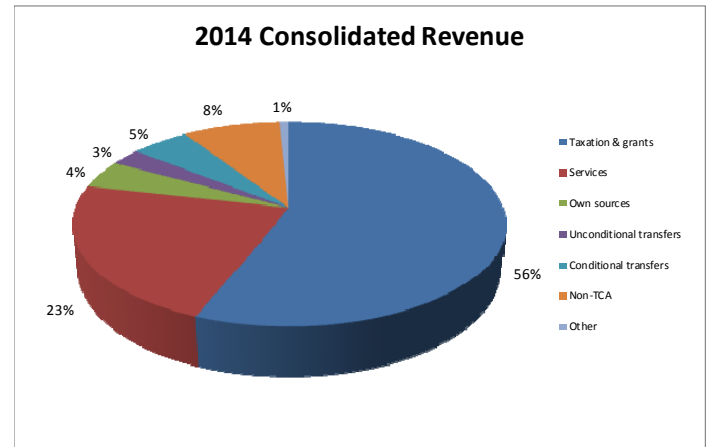


Figure 1 – 2013 Consolidated revenue

Revenue growth is attributable to the main categories as follows:

| \$                             | 2013              | 2014              | % Inc.       |
|--------------------------------|-------------------|-------------------|--------------|
| <b>Taxation &amp; grants</b>   | 12,520,626        | 12,747,669        | 1.8%         |
| <b>Services</b>                | 4,645,518         | 5,120,335         | 10.2%        |
| <b>Own sources</b>             | 956,300           | 1,006,800         | 5.3%         |
| <b>Unconditional transfers</b> | 550,000           | 600,000           | 9.1%         |
| <b>Conditional transfers</b>   | 1,064,000         | 1,151,500         | 8.2%         |
| <b>Non-TCA</b>                 | 2,399,150         | 1,922,600         | -19.9%       |
| <b>Other</b>                   | 184,782           | 184,782           | 0.0%         |
| <b>Total</b>                   | <b>22,320,376</b> | <b>22,733,685</b> | <b>1.9%</b>  |
| <b>Exc. Non-TCA</b>            | <b>19,921,226</b> | <b>20,811,085</b> | <b>4.47%</b> |

Table 4 – Revenue growth

### Consolidated Operating Expenses

Total consolidated operating expenses in 2014 are expected to increase by about 1.4% over 2013 (including non-TCA expenditures). If non-TCA expenditures are excluded from the calculation then the increase becomes 4.7%.

The following table indicates the main cost drivers:

| \$                                 | 2013       | 2014       | % Inc. |
|------------------------------------|------------|------------|--------|
| <b>Employment</b>                  | 6,969,150  | 7,173,925  | 2.9%   |
| <b>Contracted services</b>         | 3,057,595  | 3,217,350  | 5.2%   |
| <b>Miscellaneous</b>               | 1,817,220  | 1,851,070  | 1.9%   |
| <b>Other operating<sup>5</sup></b> | 3,390,675  | 3,866,450  | 14.0%  |
| <b>Amortization</b>                | 1,725,000  | 1,725,000  | 0.0%   |
| <b>Interest</b>                    | 1,056,343  | 1,031,698  | -2.3%  |
| <b>Non-TCA</b>                     | 2,763,092  | 2,208,614  | -20.1% |
| <b>Total</b>                       | 20,779,075 | 21,074,107 | 1.4%   |
| <b>Exc. Non-TCA</b>                | 18,015,983 | 18,865,493 | 4.7%   |

Table 5 – Main cost drivers

By 2018 consolidated expenses are forecast to rise by 4.08%. If non-TCA's are excluded the increase becomes 10.89% over the 5 year period and 10.18% when further excluding hotel tax expenditures and internal equipment charges. A more detailed analysis of the various cost drivers can be found on pages 12 – 18.

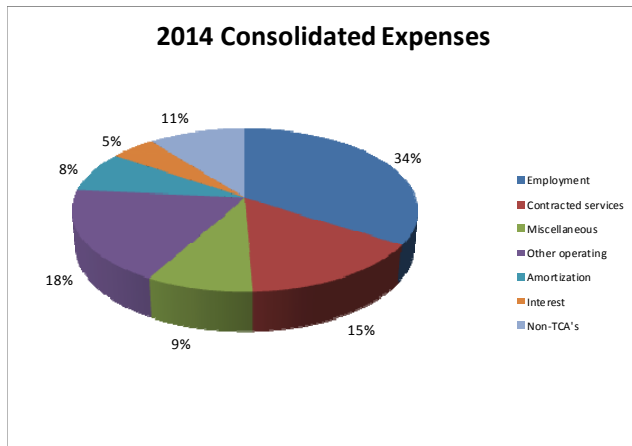


Figure 2 – Consolidated operating expenses

General operating expenses only are forecast to increase by 1.02% in 2014 and 4.41% by 2018.

<sup>5</sup> Includes internal equipment charges offset by equivalent internal equipment earnings. In 2014 these have been increased by \$285,000 (See Table 9 page 6).

Excluding non-TCA's these numbers become 4.96% and 11.47% respectively. In real terms, overall spending is forecast to remain constant.

### Consolidated Capital Expenditures

The city's capital works programme incorporates a variety of different projects from road reconstruction to vehicle replacement, to major repairs and other non-reoccurring asset maintenance items. City Policy F-10 (Capital Asset) sets the parameters for capitalization of assets (TCA's) and those that must be expensed in the year of acquisition (non-TCA's). TCA's are amortized over their useful lives and, again, Policy F-10 sets the applicable amortization rate according to the category of asset.

In summary, TCA expenditures are expected to be as follows:

| \$'000's       | 2014  | 2015  | 2016  | 2017  | 2018  |
|----------------|-------|-------|-------|-------|-------|
| <b>General</b> | 1,212 | 921   | 1,706 | 1,981 | 1,500 |
| <b>Water</b>   | 659   | 1,028 | 775   | 811   | 1,200 |
| <b>Sewer</b>   | 828   | 315   | 590   | 2,090 | 4,799 |
| <b>Total</b>   | 2,698 | 2,264 | 3,071 | 4,882 | 7,499 |

Table 6 – Capital expenditures

and funding for these expenditures is anticipated to come from the following sources:

| \$'000's        | 2014  | 2015  | 2016  | 2017  | 2018  |
|-----------------|-------|-------|-------|-------|-------|
| <b>Reserves</b> | 1,908 | 1,533 | 1,427 | 1,152 | 900   |
| <b>Grants</b>   | 195   | 395   | 210   | 1,558 | 2,913 |
| <b>Debt</b>     | 0     | 0     | 0     | 467   | 2,036 |
| <b>DCC's</b>    | 350   | 80    | 530   | 400   | 290   |
| <b>Revenue</b>  | 246   | 256   | 905   | 1,306 | 1,360 |
| <b>Total</b>    | 2,698 | 2,264 | 3,071 | 4,882 | 7,499 |

Table 7 – Capital funding

No new long term debt is budgeted for 2014 through 2016.. Some of the capital projects being considered over the next five years include<sup>6</sup>:

<sup>6</sup> The list is illustrative only and does not contain all the capital projects in the 2014-2018 financial plan.

| Project                            | \$        | Year      |
|------------------------------------|-----------|-----------|
| City hall reno's (b/fwd from 2013) | 250,000   | 2014      |
| Fire truck #2                      | 500,000   | 2015      |
| Water tender                       | 225,000   | 2015      |
| Kovach Park washrooms              | 80,000    | 2014      |
| Skateboard Park                    | 50,000    | 2014-2016 |
| Pump track                         | 30,000    | 2014      |
| TCH water main (Oak Drive)         | 200,000   | 2014      |
| Hydrant replacement programme      | 300,000   | 2014-2018 |
| Scrubber for odour control         | 200,000   | 2014      |
| STP expansion                      | 1,200,000 | 2017      |
| Sewer outflow relocation           | 4,500,000 | 2015-2018 |
| Downie force main replacement      | 1,000,000 | 2015-2018 |

Table 8 – List of Capital Projects

Road reconstruction is estimated to be \$2.8 million over the next five years. Amortization of roads and bridges amounts to about \$500,000 a year. So the city is investing in its transportation infrastructure at a slightly higher rate than that at which it is being consumed. However, it is not clear at this time whether this differential is sufficient to address the accumulated infrastructure deficit in a reasonable timeframe.

The equipment replacement programme introduced many years ago continues to eliminate aging and costly to maintain equipment. Public Works reports that in 2007 the average age of its fleet was 13.64 years and that in 2013 it is 10 years (2012 - 8.94 years).

### Opportunities for Cost Reduction

Over the past 20 years, federal government expenditures in constant dollars per capita have been declining, while their revenues have been

increasing. Provincial /territorial government expenditures have been increasing at almost the same rate as their revenues. However, both federal and provincial government revenues fell in 2009. Municipal government expenditures have been increasing at a faster rate than their revenues over the past 20 years<sup>7</sup>.

It is important to appreciate that the city is subject to a variety of different cost pressures:

- Inflation.
- Demands for new or improved services.
- Development growth.
- Downloading from senior governments.

Nevertheless, there is always opportunity for cost reduction but this inevitably requires some difficult decisions on the part of Council.

Following a Town Hall meeting on January 14, where Council heard citizen's comments and concerns regarding the draft financial plan, further work has been carried out on the plan to reduce the property tax increase for 2014. This has been achieved by reducing the scope of some projects without compromising the City's ability to maintain levels of service.

Management staff will continue to review the way in which we provide services and bring opportunities for cost reductions to Council for review as they arise.

The reorganization at City Hall that took place in 2013 is a good example of providing better service to our customers while containing costs.

<sup>7</sup> Federation of Canadian Municipalities – *The State of Canada's Cities and Communities 2012*

### *Employment Costs*

As employment costs represent almost 40% of all city operating expenses, it is clear that any substantial reduction in costs will involve reductions in the labour force.

A zero based budget approach is used in determining employment costs in the financial planning process. Each year an estimate is made of the hours required to carry out the city's various functions and work projects. For 2014, this number is 154,163 hours<sup>8</sup> (157,231 hours – 2013) and includes 3,708 hours of overtime (4,137 hours – 2013). The anticipated cost, including benefits, amounts to \$7,149,340, which includes \$118,600<sup>9</sup> for Mayor and Council and \$64,600<sup>10</sup> for the volunteer firefighters. The actual budgeted cost in the consolidated financial plan for 2014 is \$7,173,925. Fringe benefit costs have risen to an average of 36%<sup>11</sup> of gross wage over the last 3 years yet we have only been budgeting at about 30%. This deficiency impacts our ability to stay on budget while providing the levels of service expected. The current plan now includes fringe benefit costs at an average of 36%.

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<sup>8</sup> This number does not include hours committed to capital projects.

<sup>9</sup> Assuming an anticipated \$2,000 increase over 2013.

<sup>10</sup> This includes the monthly stipend, weekend standby compensation and disability insurance.

<sup>11</sup> Fringe benefits include vacation accrual, employer pension contributions, CPP and EI and other contractual obligations under the union contracts and management compensation bylaw. The city's WCB premiums alone will increase by about 30% in 2014 (about \$30,000).

### *Subcontract Costs*

These include certain mandatory expenditures such as the RCMP contract, Victim Services and Transit which make up the bulk of this expense. Other subcontract costs may not be mandatory but are essential, such as snow removal. Of these expenses perhaps about \$1 million might be considered non-contractual or discretionary. (See Table 23 page 17).

Specific service level operating cost increases are as follows:

- Mountain Road snow clearing \$37,000.

It is anticipated that the city will become responsible for plowing Mountain Road in 2014.

### *Miscellaneous Costs*

A substantial portion of these expenditures (about \$1 million) are offset by equivalent revenues. The balance of about \$600,000 or so relates to discretionary items. (See Table 24 page 18).

Full funding for the Social Strategy Coordinator is included in each year of the plan.

### *Sewer Costs*

Specific service level operating cost increases relate to odour control and are as follows:

- Materials and supplies \$15,000.

### *Snow removal costs*

In 2014, the snow removal budget reflects prior actual results:

|  | Ave. actual last 3 years | 2013 Budget | 2014 Budget |
|--|--------------------------|-------------|-------------|
| <b>Gross costs</b>                           | 1,084,478                | 942,000     | 1,245,750   |
| <b>Equip. rental - internal<sup>12</sup></b> | 239,590                  | 120,000     | 405,000     |
| <b>Net cost</b>                              | 844,888                  | 822,000     | 840,750     |
| <b>Per km<sup>13</sup>:</b>                  |                          |             |             |
| <b>Roads<sup>14</sup></b>                    | 5,120                    | 4,982       | 5,045       |
| <b>Sidewalks</b>                             | 2,021                    | 1,966       | 2,011       |

Table 9 - Snow removal costs

### Long Term Debt

The city is restricted by the Community Charter as to how much it can borrow long term. It can only borrow long term<sup>15</sup> for specific assets and not operational expenses. Also, the length of the loan cannot exceed the useful life of the asset acquired. There are also specific regulations set by the province that limits the city’s capacity to borrow long term.

Over the past 10 years or so the city has borrowed to help fund several major projects. These include the RCMP building, the water filtration plant and the aquatic centre. Almost 50% of the principal and interest applicable to the RCMP building is reimbursed to the city by the federal government by way of rent, while the city’s contribution through debt to the filtration plant and aquatic centre leveraged significant grant funding. We have also borrowed to add new infrastructure such as the Arrow Heights water reservoir and to replace aging infrastructure such as the TCH reservoir. However, a portion of the city’s accumulated long term debt relates to road reconstruction and, although these are assets and do have an

<sup>12</sup> City equipment charged to the function and also showing as revenue.

<sup>13</sup> Costs between roads and sidewalks have been apportioned on a 10:1 basis.

<sup>14</sup> Roads increase from 150kms to 151.5kms in 2014 with the addition of Mountain Road.

<sup>15</sup> Any period between 5 and 30 years.

expected life in excess of the debt contracted, there is a valid argument that perhaps long term debt should not be used for this type of project. This financial plan shows that the city’s reliance on borrowing for road reconstruction is completely removed. To achieve this, road projects have been delayed until 2016 and the general operating reserve balance has been allowed to reduce. The plan does not anticipate borrowing long term for any water projects and, as a consequence, our general and water debt decrease further by the end of the five year plan.

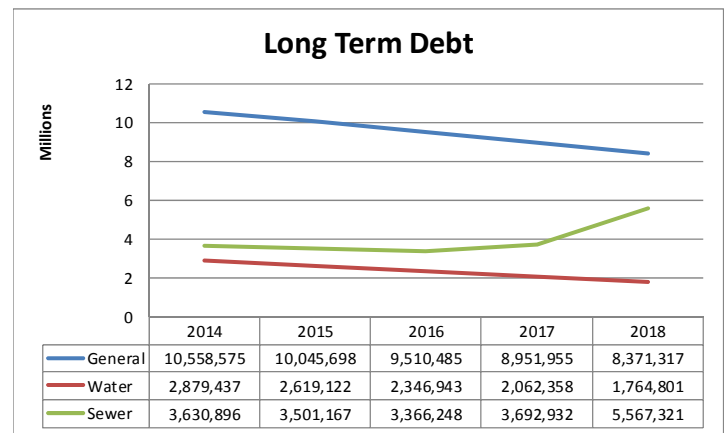


Figure 3 – Long term debt

However, sewer borrowing grows by the end of the plan. The projects driving the increase in borrowing are the Illecillewaet sewer outflow relocation to the Columbia River and further upgrades to the sewer treatment plant. It has been assumed that grant funding will be available from senior governments for the sewer projects, but if these are not forthcoming it will mean a significant increase in debt.

The city’s projected debt (long term) to asset ratio is as follows and it can be seen that Council’s objective of reducing the ratio is being met:

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| 2014   | 2015   | 2016   | 2017   | 2018   |
|--------|--------|--------|--------|--------|
| 27.31% | 25.65% | 23.65% | 21.78% | 21.42% |

Table 10 - Debt to asset ratio

### Capital Reserves

The city continues to struggle to maintain adequate funds in its capital reserves. If reliance on debt going forward is to be curtailed then more needs to be done to ensure that cash is available to meet our capital expenditures when needed.

The current financial plan forecasts reserve funds to be at the following levels at the end of each year:

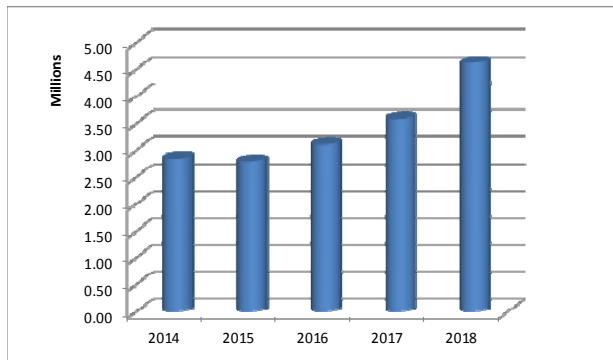


Figure 4 - Reserves

The balances shown in the foregoing chart do not include the Electric Utility Reserve Fund, or the Snow Removal Reserve Fund. The Electric Utility Reserve Fund contains \$1 million which is fully invested in Revelstoke Community Energy Corporation (RCEC). The Snow Removal Reserve Fund is being funded at \$50,000 per year from general operating. By the end of 2018 it is anticipated that this fund will contain almost \$236,000 provided that it does not need to be used in the interim to help equalize unexpectedly heavy snow removal costs.

In 2014, there is a significant disparity between the amount of funding going into the reserves

and the amount being withdrawn to meet expenditures:

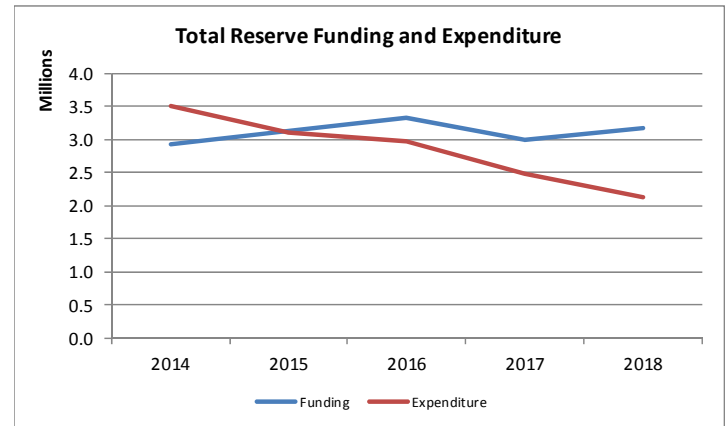


Figure 5 – Total Reserve Funding and expenditure

The funding gap in 2014 needs to be eliminated or narrowed considerably if the city is to maintain and build its reserve funds effectively.

In 2013, Council adopted a Reserves and Surpluses Policy which set targets for minimum and optimal levels for various reserves and surpluses. The following table shows how the city is performing thus far:

| Category of reserve | % of minimum balance | % of optimum balance |
|---------------------|----------------------|----------------------|
| Statutory           | 93.75%               | 53.57%               |
| Capital             | 38.39%               | 20.10%               |
| General             | 81.15%               | 43.04%               |
| Other               | 79.27%               | 48.57%               |

Table 11 - Reserve targets

### Property Taxes

Property taxes are forecast to increase on average across all classes combined as follows:

| 2014  | 2015  | 2016  | 2017  | 2018  |
|-------|-------|-------|-------|-------|
| 1.99% | 3.50% | 3.25% | 2.50% | 1.50% |

Table 12 – Property tax increases

In 2014, the increases and decreases for the individual property tax classes are as follows<sup>16</sup>:

| Class            | Increase/-Decrease  |
|------------------|---------------------|
| 1 Residential    | 2.00%               |
| 2 Utility        | 7.96% <sup>17</sup> |
| 4 Major Industry | 4.25% <sup>18</sup> |
| 5 Light Industry | 2.00%               |
| 6 Business       | 1.00%               |
| 8 Seasonal       | 2.00%               |
| Average          | 1.99%               |

Table 13 – Property tax increases by class

City Policy F-9 Revenue and Property Tax sets a target of Class 1 Residential property taxes being 50% of the overall tax burden. A substantial shift in NMC assessment value for 2013 from Class 6 to Class 1 will likely make this target achievable going forward. However, we will have to wait until the revised roll is published at the end of March 2014 to see what the end result is likely to be. In 2014, the property tax pie is divided as shown in the following chart:

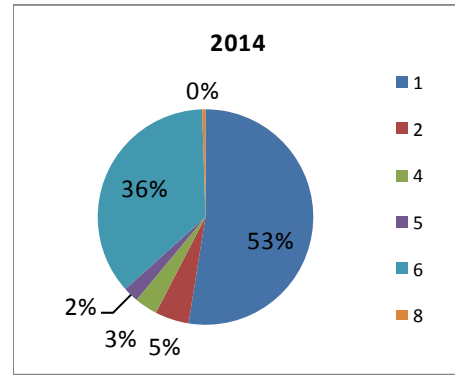


Figure 6 – Share of property tax by class

Property tax growth (revenue from new construction) is expected to contribute a further \$25,548 (or 0.30%)<sup>19</sup> in new tax revenue in 2014 and then continue to grow at about 3% a year for the remainder of the financial plan. An amount of \$0 has been excluded from the 2014 taxation revenue budget as a hedge against future fluctuations caused by ongoing and potential assessment appeals<sup>20</sup>.

What does this mean for individual property owners? Well, for home owners the following table indicates the average tax increase<sup>21</sup> applicable to example assessment values<sup>22</sup>:

<sup>16</sup> These numbers are provisional only and subject to change once actual assessment numbers for 2014 are known.

<sup>17</sup> The Class 2 rate is restricted to a maximum of 2.77 times the Class 6 rate. Therefore, this percentage change may alter depending upon the actual variation in assessment values and tax rates.

<sup>18</sup> It is assumed that the Class 4 rate will be the same as Class 5 in accordance with Council’s direction in 2012 and 2013.

<sup>19</sup> This is based on BCAA’s provisional number of \$16,124,300 (net) in new construction (NMC) for 2014. Class 1 (Residential) is showing an increase of \$20,178,200 while Class 6 (Business) is showing a reduction of \$-4,936,900. This means that more tax is shifted from Class 6 to Class 1.

<sup>20</sup> See 2013 revised assessment roll.

<sup>21</sup> Relates to municipal taxes only and does not include school taxes, CSRD, MFA, BCAA, or utilities.

<sup>22</sup> These numbers are provisional only and subject to change once authenticated assessment numbers for 2014 are known

## 2014-2018 Financial Plan

| House             | A         | B         | C         |
|-------------------|-----------|-----------|-----------|
| <b>Assessment</b> |           |           |           |
| 2013              | \$100,000 | \$250,000 | \$500,000 |
| 2014              | \$93,875  | \$234,688 | \$469,375 |
| <b>Taxes</b>      |           |           |           |
| 2013              | \$441     | \$1,102   | \$2,204   |
| 2014              | \$450     | \$1,124   | \$2,248   |
| <b>Increase</b>   | \$9       | \$22      | \$44      |

Table 14 – Taxes on example houses

For business owners falling within Class 6, the results are as follows:

| Business          | A         | B         | C         |
|-------------------|-----------|-----------|-----------|
| <b>Assessment</b> |           |           |           |
| 2013              | \$100,000 | \$250,000 | \$500,000 |
| 2014              | \$96,686  | \$241,716 | \$483,432 |
| <b>Taxes</b>      |           |           |           |
| 2013              | \$1,832   | \$4,579   | \$9,158   |
| 2014              | \$1,850   | \$4,625   | \$9,250   |
| <b>Increase</b>   | \$18      | \$46      | \$92      |

Table 15 – Taxes on example businesses

The property tax increases shown in the foregoing tables are based on average increases or decreases in assessment values.

The ratio of Class 6 (Business) tax rate to Class 1 (Residential) tax rate falls from 4.15 in 2013 to 3.99 in 2014.

Since 2009, Class 4 (Major Industry) taxation<sup>23</sup> will have been reduced from just over \$400,000 to just under \$250,000 in 2012. In 2013, Council made the Class 4 rate the same as the Class 5 rate. This has resulted in an increase in taxes for Class 4 as shown in the chart below:

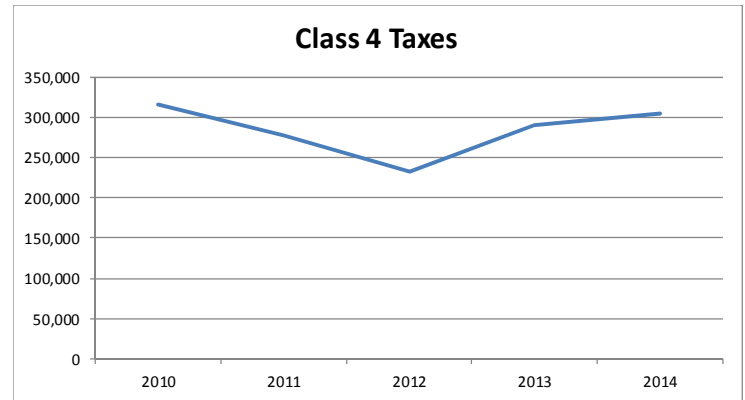


Figure 7 – Class 4 taxes

Overall, property tax increases have averaged approximately 2.25% a year over the last 3 years. Business (Class 6) has averaged a 1.5% annual increase while residential (Class 1) has averaged 3.33% as can be seen in the chart that follows:

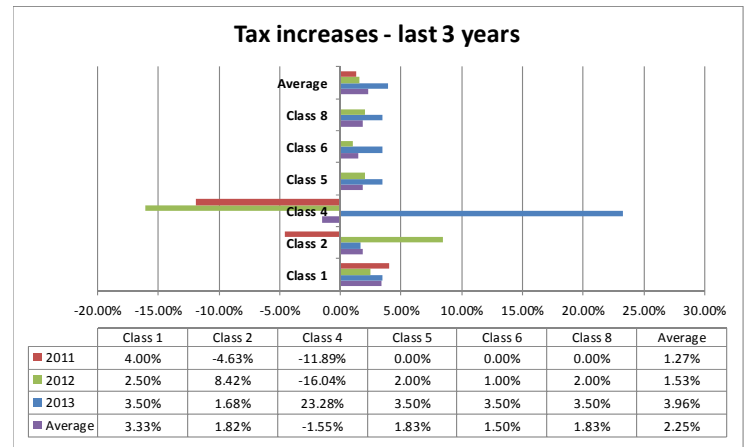


Figure 8 – Tax increases – last 3 years

## Utility Rates

As mentioned previously in this report, utility rates are forecast to increase over the term of the financial plan. Utility rates (both residential and commercial) are proposed to increase as follows:

<sup>23</sup> Downie Timber is the only taxpayer in this class.



| Rate Inc. | 2014  | 2015 | 2016 | 2017 | 2018 |
|-----------|-------|------|------|------|------|
| Water     | 10.1% | 7.0% | 7.6% | 5.9% | 0.0% |
| Sewer     | 4.4%  | 6.4% | 6.0% | 1.9% | 1.9% |
| Garbage   | 0.0%  | 2.0% | 2.0% | 2.0% | 2.0% |

Table 16 – Utility rate increases

Residential utility rates will be:

|                       | 2014  | 2015  | 2016  | 2017  | 2018  |
|-----------------------|-------|-------|-------|-------|-------|
| Water                 | \$369 | \$395 | \$425 | \$450 | \$450 |
| Sewer                 | \$235 | \$250 | \$265 | \$270 | \$275 |
| Garbage <sup>24</sup> | \$150 | \$112 | \$115 | \$117 | \$119 |

Table 17 – Residential utility rates

As well, sewer frontage tax will increase from \$0.70 to \$1.40 in 2014. The purpose of the sewer frontage tax is to raise funds for capital purposes and has been at \$0.70 since the 1970's. This tax is imposed equally on both residential and non-residential property that fronts a sewer line to a maximum of 200 feet (minimum 50 feet).

### Economic Outlook

At the time of writing this report the global economic climate is showing signs of slow improvement. There do not appear to be indications of significant pressure on interest rates and these are likely to stay low for the medium term as inflation remains within target parameters.

In August 2013, QMI Agency reported that Canadians can expect their salaries to rise in 2014 by an average of 2.6% (according to a Hay Group poll of more than 500 private and public sector employers). This is on top of an average increase of 2.9% in 2013. So although there

<sup>24</sup> The garbage collection and disposal rate includes the residential recycling fee of \$40. In 2015, this fee will disappear as MMBC will become responsible for collecting recyclable materials under a provincial programme.

appears to be a slowing trend overall, the rate is still higher than general inflation and provides taxpayers with more disposable income.

Economic uncertainty has impacted the city in recent years by way of the erratic nature of building development. Over the last 6 years new construction has been as shown in the following chart:

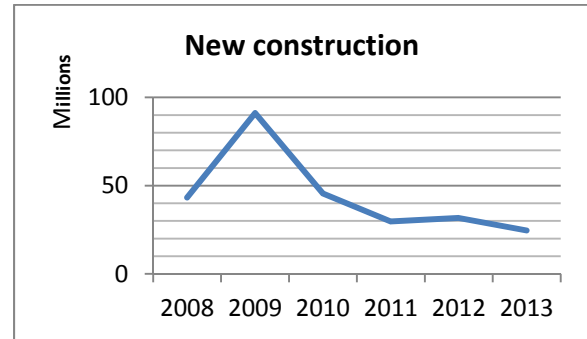


Figure 9 – New construction

As a result, it is difficult to predict with any degree of accuracy what the level of future activity might be and, therefore, the demand for future services along with the potential for future tax growth.

### Risks to the Plan

There are several risks that could impact the financial plan as presented:

- The final results for 2013 will not be known until the spring of 2014. Several revenue streams have underperformed. The snow removal budget remaining for 2013 is about \$230,000. This may or may not be sufficient.
- Appeals against assessment values continue to be made and these are often successful resulting in lost revenues to the city. The city has lost more than \$250,000 in taxation

revenues in 2013 as the result of successful appeals which will seriously impact the result for the year and more than absorbed the additional 1.5% tax increase imposed in 2013 to bolster reserves and surpluses. It is likely that this will reduce the amount of accumulated surplus available for carry forward at the end of 2013 unless efforts to offset this with cuts in expenditures prove sufficiently successful.

- The current CUPE collective agreement expires December 31, 2013.
- The IAFF collective agreement for 2010-2011 has been settled, but firefighters have been without a contract since January 1, 2012.
- None of the recommendations from the Fire Department Review have been incorporated in the financial plan thus far. Some of them come with a cost and if Council wishes to pursue any or all of the recommendations appropriate provision for these costs will have to be made in the plan.

### Conclusion

This is a draft version of the financial plan for 2014-2018 and is subject to change.

Ongoing aggressive appeals against property assessments and classifications have created enormous challenges for the city in trying to accurately predict revenues. We believe this will continue and the city is likely to be faced with revenue shortfalls into the foreseeable future.

The pressure to deal with an ever increasing burden of capital projects as our infrastructure is consumed places acute stress on our limited resources. This is particularly evident in water

and sewer functions where significant rate increases are anticipated in order to meet the costs of capital projects.

In order to ensure that tax and rate increases are maintained at reasonable levels it will be necessary to continue to critically review both capital projects and service levels.

## 2014-2018 Financial Plan

### Consolidated Financial Plan

|   | 2012               |                    |                     | 2013               | 2014               | 2015               | 2016               | 2017               | 2018               |
|---|--------------------|--------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|   | Budget             | Actual             | Ave. Actual 3 years | Budget             | Budget             | Budget             | Budget             | Budget             | Budget             |
| <b>Revenues</b>   |                    |                    |                     |                    |                    |                    |                    |                    |                    |
| Taxation and grants                                     | -11,953,600        | -11,909,023        | -11,117,821         | -12,520,626        | -12,747,669        | -13,415,035        | -14,102,983        | -14,759,649        | -15,361,529        |
| Sale of services  | -4,209,607         | -4,550,589         | -4,275,462          | -4,645,518         | -5,120,335         | -5,174,592         | -5,394,649         | -5,548,951         | -5,576,474         |
| Other & own sources                                     | -989,800           | -950,501           | -1,044,093          | -956,300           | -1,006,800         | -965,800           | -1,006,800         | -998,900           | -998,900           |
| Provincial unconditional transfers                      | -550,000           | -549,920           | -550,211            | -550,000           | -600,000           | -600,000           | -600,000           | -600,000           | -600,000           |
| Provincial conditional transfers                        | -685,000           | -1,158,583         | -1,149,392          | -1,064,000         | -1,151,500         | -1,116,500         | -1,116,500         | -1,116,500         | -1,116,500         |
| Non- TCA funding  | -1,882,000         | -1,598,671         | -1,356,336          | -2,399,150         | -1,922,600         | -1,765,700         | -1,669,400         | -1,450,300         | -1,359,000         |
| Other contributions & donations                         | -180,945           | -142,135           | -79,603             | -184,782           | -184,782           | -184,782           | -184,782           | -192,641           | -250,292           |
| <b>Total Revenues</b>                                   | <b>-20,450,952</b> | <b>-20,859,422</b> | <b>-19,572,919</b>  | <b>-22,320,376</b> | <b>-22,733,685</b> | <b>-23,222,409</b> | <b>-24,075,113</b> | <b>-24,666,941</b> | <b>-25,262,695</b> |
| <b>Operating Expenses by type</b>                       |                    |                    |                     |                    |                    |                    |                    |                    |                    |
| Employment costs  | 6,663,010          | 6,967,565          | 6,685,274           | 6,969,150          | 7,173,925          | 7,319,250          | 7,422,000          | 7,575,900          | 7,756,050          |
| Travel and meeting expenses                             | 35,850             | 31,908             | 28,333              | 41,850             | 42,500             | 43,550             | 44,200             | 47,650             | 46,500             |
| Telephone   | 57,800             | 61,384             | 64,403              | 58,800             | 64,450             | 66,750             | 69,950             | 72,650             | 75,250             |
| Advertising   | 62,150             | 58,583             | 66,140              | 68,650             | 74,150             | 70,150             | 69,250             | 78,450             | 72,450             |
| Licences and insurance                                  | 235,690            | 229,832            | 206,758             | 235,740            | 243,890            | 244,950            | 247,450            | 250,500            | 251,001            |
| Memberships & conferences                               | 101,100            | 90,733             | 96,419              | 106,800            | 109,100            | 110,800            | 109,950            | 115,950            | 117,700            |
| Contracted services                                     | 2,819,290          | 2,891,485          | 2,598,984           | 3,057,595          | 3,217,350          | 3,239,600          | 3,281,850          | 3,373,750          | 3,402,250          |
| Office supplies   | 44,250             | 45,845             | 49,009              | 45,500             | 49,000             | 52,350             | 53,400             | 54,900             | 59,700             |
| Utilities   | 776,700            | 849,758            | 799,618             | 821,000            | 874,250            | 897,800            | 921,550            | 943,100            | 954,100            |
| Miscellaneous   | 1,625,420          | 1,840,447          | 1,792,363           | 1,817,220          | 1,851,070          | 1,888,320          | 1,900,820          | 1,891,620          | 1,917,120          |
| Freight, courier & postage                              | 28,400             | 39,830             | 32,286              | 29,000             | 29,800             | 30,000             | 30,700             | 30,900             | 30,900             |
| Legal & professional                                    | 85,350             | 110,305            | 105,812             | 106,600            | 124,100            | 122,600            | 123,100            | 132,100            | 131,600            |
| Maintenance of buildings & equipment                    | 341,350            | 310,251            | 299,305             | 371,550            | 381,650            | 392,650            | 400,150            | 415,250            | 415,250            |
| Materials & supplies                                    | 551,835            | 619,106            | 541,522             | 570,935            | 607,710            | 614,050            | 610,800            | 636,250            | 634,000            |
| Equipment rental (internal & external)                  | 422,050            | 542,960            | 496,785             | 416,500            | 730,350            | 730,950            | 738,200            | 739,500            | 739,500            |
| Grants-in-aid   | 85,000             | 85,000             | 81,309              | 90,000             | 90,000             | 95,000             | 95,000             | 100,000            | 100,000            |
| Vehicle maintenance & fuel                              | 390,850            | 383,523            | 380,311             | 427,750            | 445,500            | 457,500            | 472,500            | 490,750            | 491,000            |
| Amortization  | 1,725,000          | 1,866,528          | 1,794,235           | 1,725,000          | 1,725,000          | 1,725,000          | 1,725,000          | 1,725,000          | 1,725,000          |
| Interest  | 1,005,957          | 1,018,226          | 990,495             | 1,056,343          | 1,031,698          | 1,039,298          | 1,039,298          | 1,049,737          | 1,057,677          |
| Sub-total   | 17,057,052         | 18,043,269         | 17,109,360          | 18,015,983         | 18,865,493         | 19,140,568         | 19,355,168         | 19,723,957         | 19,977,048         |
| Non-TCA expenditures                                    | 2,124,326          | 1,834,421          | 1,480,058           | 2,763,092          | 2,208,614          | 2,128,565          | 1,998,018          | 1,784,999          | 1,650,334          |
| <b>Total operating expenses by type</b>                 | <b>19,181,378</b>  | <b>19,877,690</b>  | <b>18,589,417</b>   | <b>20,779,075</b>  | <b>21,074,107</b>  | <b>21,269,132</b>  | <b>21,353,186</b>  | <b>21,508,956</b>  | <b>21,627,382</b>  |
| <b>Operating Expenses by Department</b>                 |                    |                    |                     |                    |                    |                    |                    |                    |                    |
| General Government                                      | 1,790,110          | 1,764,767          | 1,636,939           | 1,944,075          | 2,075,350          | 2,021,250          | 2,015,100          | 2,096,700          | 2,102,950          |
| Fire Protection   | 1,339,200          | 1,372,364          | 1,305,647           | 1,618,100          | 1,443,525          | 1,572,100          | 1,530,900          | 1,529,600          | 1,577,650          |
| Provincial Emergency Program                            | 92,000             | 67,626             | 84,858              | 92,000             | 92,000             | 92,000             | 92,000             | 92,000             | 92,000             |
| Planning, Building and Bylaw Enforcement                | 720,900            | 591,910            | 741,970             | 819,100            | 597,100            | 680,600            | 689,100            | 687,450            | 647,700            |
| Animal and Pest Control                                 | 132,600            | 120,288            | 121,086             | 133,250            | 127,050            | 127,650            | 134,650            | 128,650            | 129,650            |
| Police and Court House services                         | 1,743,500          | 1,815,827          | 1,589,531           | 1,873,595          | 1,948,850          | 2,032,800          | 2,066,050          | 2,149,050          | 2,162,050          |
| Public Works  | 3,953,436          | 4,127,583          | 3,859,940           | 4,234,402          | 4,521,674          | 4,631,075          | 4,774,928          | 4,786,959          | 4,814,444          |
| Transit   | 279,000            | 267,244            | 272,652             | 339,000            | 339,000            | 339,000            | 339,000            | 339,000            | 339,000            |
| Environmental Health (Garbage collection and Recycling) | 427,640            | 423,886            | 338,439             | 427,900            | 417,650            | 315,750            | 318,250            | 325,750            | 327,750            |
| Public Health and Welfare (Cemetery)                    | 135,000            | 127,435            | 115,736             | 166,200            | 154,950            | 139,750            | 137,250            | 136,350            | 132,650            |
| Community Economic Development                          | 1,296,850          | 1,602,276          | 1,481,832           | 1,564,600          | 1,679,650          | 1,625,700          | 1,625,700          | 1,631,450          | 1,632,450          |
| Recreation and Culture                                  | 3,019,285          | 3,183,861          | 2,912,271           | 3,186,060          | 3,212,560          | 3,140,910          | 3,222,260          | 3,197,160          | 3,256,561          |
| Amortization of capital assets                          | 1,725,000          | 1,866,528          | 1,794,235           | 1,725,000          | 1,725,000          | 1,725,000          | 1,725,000          | 1,725,000          | 1,725,000          |
| Water operating   | 915,500            | 817,034            | 727,395             | 945,100            | 940,350            | 1,037,200          | 963,900            | 940,950            | 939,700            |
| Sewer operating   | 605,400            | 710,835            | 616,389             | 654,350            | 767,700            | 723,050            | 679,800            | 693,150            | 690,150            |
| Debt interest payments                                  | 1,005,957          | 1,018,226          | 990,495             | 1,056,343          | 1,031,698          | 1,039,298          | 1,039,298          | 1,049,737          | 1,057,677          |
| <b>Total operating expenses by Department</b>           | <b>19,181,378</b>  | <b>19,877,690</b>  | <b>18,589,414</b>   | <b>20,779,075</b>  | <b>21,074,107</b>  | <b>21,269,132</b>  | <b>21,353,186</b>  | <b>21,508,956</b>  | <b>21,627,382</b>  |
| Operating (Surplus)/Deficit                             | -1,269,574         | -981,732           | -983,505            | -1,541,300         | -1,659,578         | -1,953,276         | -2,721,928         | -3,157,985         | -3,635,313         |
| Capital expenditures                                    | 5,001,222          | 1,876,106          | 3,061,574           | 5,988,663          | 2,698,221          | 2,263,507          | 3,071,032          | 4,882,309          | 7,499,349          |
| Contributions from reserves                             | -1,629,400         | -179,431           | -787,915            | -1,818,500         | -1,907,500         | -1,533,000         | -1,426,500         | -1,151,500         | -900,000           |
| Contributions from DCC's                                | -300,000           | 0                  | -7,282              | -300,000           | -350,000           | -80,000            | -530,000           | -400,000           | -290,000           |
| Contributions from Grants                               | -200,000           | -77,242            | -717,099            | -1,371,000         | -195,000           | -395,000           | -210,000           | -1,558,000         | -2,913,000         |
| Debt proceeds   | -2,735,000         | -1,520,000         | -1,064,228          | -2,015,000         | 0                  | 0                  | 0                  | -467,000           | -2,036,000         |
| Capital out of revenue                                  | 136,822            | 99,433             | 485,049             | 484,163            | 245,721            | 255,507            | 904,532            | 1,305,809          | 1,360,349          |
| Debt principal  | 506,456            | 506,456            | 461,131             | 575,128            | 620,824            | 630,899            | 630,899            | 630,899            | 646,582            |
| Transfer from equity in capital assets                  | -1,725,000         | -1,866,528         | -1,794,235          | -1,725,000         | -1,725,000         | -1,725,000         | -1,725,000         | -1,725,000         | -1,725,000         |
| Transfers to reserve                                    | 2,091,000          | 2,129,346          | 1,951,884           | 1,600,000          | 2,611,000          | 2,826,000          | 3,036,000          | 2,670,000          | 2,815,000          |
| (Surplus)/Deficit                                       | -260,296           | -113,025           | 120,324             | -607,010           | 92,967             | 34,130             | 124,503            | -276,277           | -538,382           |

Table 18 – Consolidated Financial Plan

## 2014-2018 Financial Plan

| Consolidated Financial Plan<br>Capital | TANGIBLE CAPITAL ASSETS<br>EXPENDITURES |                   |                   |                   |                   | NON-TANGIBLE CAPITAL ASSETS<br>EXPENDITURES |                  |                  |                  |                  |
|--|---|-------------------|-------------------|-------------------|-------------------|---|------------------|------------------|------------------|------------------|
|  | 2014                                    | 2015              | 2016              | 2017              | 2018              | 2014  | 2015             | 2016             | 2017             | 2018             |
| <b>Expenditures:</b>                   |   |                   |                   |                   |                   |   |                  |                  |                  |                  |
| General Government                     | 345,500                                 | 125,000           | 53,000            | 50,500            | 15,000            | 222,600                                     | 134,900          | 82,400           | 97,500           | 82,000           |
| Fire                                   | 50,000                                  | 58,000            | 33,000            | 33,000            | 15,000            | 187,300                                     | 259,600          | 235,700          | 206,000          | 192,000          |
| PEP                                    | 0                                       | 0                 | 0                 | 0                 | 0                 | 0   | 0                | 0                | 0                | 0                |
| Planning                               | 0                                       | 0                 | 0                 | 0                 | 0                 | 22,400                                      | 62,400           | 62,400           | 50,000           | 0                |
| Animal Control                         | 0                                       | 0                 | 0                 | 0                 | 0                 | 0   | 0                | 6,500            | 0                | 0                |
| RCMP & Court House                     | 0                                       | 0                 | 0                 | 0                 | 0                 | 64,300                                      | 91,000           | 65,000           | 91,000           | 46,000           |
| Land                                   | 100,000                                 | 100,000           | 100,000           | 100,000           | 100,000           | 0   | 0                | 0                | 0                | 0                |
| Public Works                           | 456,721                                 | 375,507           | 1,431,032         | 1,720,809         | 1,350,349         | 947,514                                     | 956,665          | 1,051,918        | 989,199          | 982,334          |
| Cemetery                               | 0                                       | 0                 | 0                 | 0                 | 0                 | 43,200                                      | 25,900           | 21,400           | 18,700           | 12,500           |
| CED                                    | 0                                       | 0                 | 0                 | 0                 | 0                 | 178,000                                     | 148,000          | 118,000          | 118,000          | 118,000          |
| Recreation                             | 259,500                                 | 262,000           | 89,000            | 77,000            | 20,000            | 288,300                                     | 165,300          | 204,700          | 105,600          | 117,500          |
| <b>Total</b>                           | <b>1,211,721</b>                        | <b>920,507</b>    | <b>1,706,032</b>  | <b>1,981,309</b>  | <b>1,500,349</b>  | <b>1,953,614</b>                            | <b>1,843,765</b> | <b>1,848,018</b> | <b>1,675,999</b> | <b>1,550,334</b> |
| <b>Sources of funding:</b>             |   |                   |                   |                   |                   |   |                  |                  |                  |                  |
| Revenue                                | 245,721                                 | 255,507           | 904,532           | 1,305,809         | 1,360,349         | 286,014                                     | 362,865          | 328,618          | 334,699          | 291,334          |
| Building reserve                       | 250,000                                 | 50,000            | 0                 | 0                 | 0                 | 109,000                                     | 21,500           | 32,500           | 52,500           | 5,500            |
| Fire reserve                           | 50,000                                  | 58,000            | 18,000            | 18,000            | 0                 | 187,300                                     | 259,600          | 235,700          | 206,000          | 192,000          |
| Equipment reserve                      | 150,500                                 | 135,000           | 69,500            | 85,500            | 15,000            | 706,300                                     | 766,100          | 841,100          | 776,000          | 753,000          |
| Land reserve                           | 100,000                                 | 100,000           | 100,000           | 100,000           | 100,000           | 0   | 0                | 0                | 0                | 0                |
| Cemetery reserve                       | 0                                       | 0                 | 0                 | 0                 | 0                 | 43,200                                      | 25,900           | 21,400           | 18,700           | 12,500           |
| RCMP reserve                           | 0                                       | 0                 | 0                 | 0                 | 0                 | 43,000                                      | 74,500           | 46,000           | 49,500           | 40,500           |
| Recreation reserve                     | 239,500                                 | 242,000           | 69,000            | 57,000            | 10,000            | 283,300                                     | 165,300          | 204,700          | 100,600          | 117,500          |
| Grants                                 | 0                                       | 0                 | 15,000            | 15,000            | 15,000            | 7,500                                       | 0                | 0                | 0                | 0                |
| Gas tax                                | 126,000                                 | 0                 | 0                 | 0                 | 0                 | 268,000                                     | 168,000          | 138,000          | 138,000          | 138,000          |
| DCC's                                  | 50,000                                  | 80,000            | 530,000           | 400,000           | 0                 | 20,000                                      | 0                | 0                | 0                | 0                |
| Debt                                   | 0                                       | 0                 | 0                 | 0                 | 0                 | 0   | 0                | 0                | 0                | 0                |
|  | <b>1,211,721</b>                        | <b>920,507</b>    | <b>1,706,032</b>  | <b>1,981,309</b>  | <b>1,500,349</b>  | <b>1,953,614</b>                            | <b>1,843,765</b> | <b>1,848,018</b> | <b>1,675,999</b> | <b>1,550,334</b> |
| <b>Expenditures:</b>                   |   |                   |                   |                   |                   |   |                  |                  |                  |                  |
| Water                                  | 659,000                                 | 1,028,000         | 775,000           | 811,000           | 1,200,000         | 100,500                                     | 182,300          | 100,000          | 56,000           | 50,000           |
| Sewer                                  | 827,500                                 | 315,000           | 590,000           | 2,090,000         | 4,799,000         | 154,500                                     | 102,500          | 50,000           | 53,000           | 50,000           |
|  | <b>1,486,500</b>                        | <b>1,343,000</b>  | <b>1,365,000</b>  | <b>2,901,000</b>  | <b>5,999,000</b>  | <b>255,000</b>                              | <b>284,800</b>   | <b>150,000</b>   | <b>109,000</b>   | <b>100,000</b>   |
| <b>Sources of funding:</b>             |   |                   |                   |                   |                   |   |                  |                  |                  |                  |
| Water reserve                          | 590,000                                 | 633,000           | 580,000           | 601,000           | 485,000           | 42,500                                      | 131,000          | 75,000           | 31,000           | 25,000           |
| Grant                                  | 0                                       | 275,000           | 195,000           | 210,000           | 425,000           | 0   | 10,000           | 0                | 0                | 0                |
| Gas tax                                | 69,000                                  | 120,000           | 0                 | 0                 | 0                 | 33,000                                      | 16,300           | 0                | 0                | 0                |
| DCC's                                  | 0                                       | 0                 | 0                 | 0                 | 290,000           | 25,000                                      | 25,000           | 25,000           | 25,000           | 25,000           |
| Debt                                   | 0                                       | 0                 | 0                 | 0                 | 0                 | 0   | 0                | 0                | 0                | 0                |
|  | <b>659,000</b>                          | <b>1,028,000</b>  | <b>775,000</b>    | <b>811,000</b>    | <b>1,200,000</b>  | <b>100,500</b>                              | <b>182,300</b>   | <b>100,000</b>   | <b>56,000</b>    | <b>50,000</b>    |
| <b>Sources of funding:</b>             |   |                   |                   |                   |                   |   |                  |                  |                  |                  |
| Sewer reserve                          | 527,500                                 | 315,000           | 590,000           | 290,000           | 290,000           | 129,500                                     | 77,500           | 25,000           | 28,000           | 25,000           |
| Grant                                  | 0                                       | 0                 | 0                 | 1,333,000         | 2,473,000         | 0   | 0                | 0                | 0                | 0                |
| DCC                                    | 300,000                                 | 0                 | 0                 | 0                 | 0                 | 25,000                                      | 25,000           | 25,000           | 25,000           | 25,000           |
| Debt                                   | 0                                       | 0                 | 0                 | 467,000           | 2,036,000         | 0   | 0                | 0                | 0                | 0                |
|  | <b>827,500</b>                          | <b>315,000</b>    | <b>590,000</b>    | <b>2,090,000</b>  | <b>4,799,000</b>  | <b>154,500</b>                              | <b>102,500</b>   | <b>50,000</b>    | <b>53,000</b>    | <b>50,000</b>    |
| <b>Total Capital Expenditure</b>       | <b>2,698,221</b>                        | <b>2,263,507</b>  | <b>3,071,032</b>  | <b>4,882,309</b>  | <b>7,499,349</b>  | <b>2,208,614</b>                            | <b>2,128,565</b> | <b>1,998,018</b> | <b>1,784,999</b> | <b>1,650,334</b> |
| <b>Total Sources of Funding:</b>       |   |                   |                   |                   |                   |   |                  |                  |                  |                  |
| Reserves                               | 1,907,500                               | 1,533,000         | 1,426,500         | 1,151,500         | 900,000           | 1,544,100                                   | 1,521,400        | 1,481,400        | 1,262,300        | 1,171,000        |
| Grants and other                       | 195,000                                 | 395,000           | 210,000           | 1,558,000         | 2,913,000         | 308,500                                     | 194,300          | 138,000          | 138,000          | 138,000          |
| Debt                                   | 0                                       | 0                 | 0                 | 467,000           | 2,036,000         | 0   | 0                | 0                | 0                | 0                |
| DCC's                                  | 350,000                                 | 80,000            | 530,000           | 400,000           | 290,000           | 70,000                                      | 50,000           | 50,000           | 50,000           | 50,000           |
| Revenue                                | 245,721                                 | 255,507           | 904,532           | 1,305,809         | 1,360,349         | 286,014                                     | 362,865          | 328,618          | 334,699          | 291,334          |
|  | <b>2,698,221</b>                        | <b>2,263,507</b>  | <b>3,071,032</b>  | <b>4,882,309</b>  | <b>7,499,349</b>  | <b>2,208,614</b>                            | <b>2,128,565</b> | <b>1,998,018</b> | <b>1,784,999</b> | <b>1,650,334</b> |
| <b>Total Long Term Debt</b>            | <b>17,068,908</b>                       | <b>16,165,986</b> | <b>15,223,676</b> | <b>14,707,246</b> | <b>15,703,439</b> |   |                  |                  |                  |                  |
| <b>Total Capital Reserves</b>          | <b>2,840,938</b>                        | <b>2,790,125</b>  | <b>3,102,183</b>  | <b>3,586,773</b>  | <b>4,621,211</b>  |   |                  |                  |                  |                  |
| <b>DCC Fund</b>                        | <b>1,435,668</b>                        | <b>1,735,024</b>  | <b>1,589,587</b>  | <b>1,571,617</b>  | <b>1,659,128</b>  |   |                  |                  |                  |                  |

Table 19 – Consolidated Capital Plan

## 2014-2018 Financial Plan

| General Operating Financial Plan                        | 2012               |                    |                     | 2013               |                    |                    | 2014               | 2015               | 2016               | 2017   | 2018   |
|---|--------------------|--------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------|--------|
|   | Budget             | Actual             | Ave. Actual 3 years | Budget             | Budget             | Budget             | Budget             | Budget             | Budget             | Budget | Budget |
| <b>Revenues</b>   | \$                 |                    |                     |                    |                    |                    |                    |                    |                    |        |        |
| Taxation and grants                                     | -11,848,600        | -11,788,030        | -11,002,050         | -12,399,626        | -12,505,669        | -13,155,749        | -13,826,411        | -14,465,792        | -15,050,386        |        |        |
| Sale of services  | -2,092,318         | -2,249,603         | -2,081,416          | -2,120,442         | -2,400,283         | -2,276,407         | -2,300,038         | -2,320,267         | -2,328,048         |        |        |
| Other & own sources                                     | -989,800           | -950,501           | -1,044,093          | -956,300           | -1,006,800         | -965,800           | -1,006,800         | -998,900           | -998,900           |        |        |
| Provincial unconditional transfers                      | -550,000           | -549,920           | -550,211            | -550,000           | -600,000           | -600,000           | -600,000           | -600,000           | -600,000           |        |        |
| Provincial conditional transfers                        | -685,000           | -1,158,583         | -1,149,392          | -1,064,000         | -1,151,500         | -1,116,500         | -1,116,500         | -1,116,500         | -1,116,500         |        |        |
| Non- TCA funding  | -1,674,000         | -1,385,631         | -1,246,344          | -2,179,150         | -1,667,600         | -1,480,900         | -1,519,400         | -1,341,300         | -1,259,000         |        |        |
| Other contributions & donations                         | -60,000            | 0                  | -32,225             | -60,000            | -60,000            | -60,000            | -60,000            | -60,000            | -60,000            |        |        |
| <b>Total Revenues</b>                                   | <b>-17,899,718</b> | <b>-18,082,268</b> | <b>-17,105,731</b>  | <b>-19,329,518</b> | <b>-19,391,852</b> | <b>-19,655,356</b> | <b>-20,429,149</b> | <b>-20,902,759</b> | <b>-21,412,834</b> |        |        |
| <b>Operating Expenses by type</b>                       |                    |                    |                     |                    |                    |                    |                    |                    |                    |        |        |
| Employment costs  | 6,148,010          | 6,482,166          | 6,216,451           | 6,456,900          | 6,624,425          | 6,758,500          | 6,849,000          | 6,988,900          | 7,164,300          |        |        |
| Travel and meeting expenses                             | 25,350             | 28,431             | 23,115              | 27,850             | 28,500             | 28,550             | 29,200             | 32,150             | 31,000             |        |        |
| Telephone   | 52,800             | 57,306             | 60,308              | 53,800             | 59,450             | 61,750             | 64,950             | 67,650             | 70,250             |        |        |
| Advertising   | 60,650             | 58,583             | 66,007              | 66,350             | 71,850             | 67,850             | 66,950             | 76,150             | 70,150             |        |        |
| Licences and insurance                                  | 202,390            | 199,303            | 177,918             | 201,990            | 209,390            | 210,450            | 212,950            | 216,000            | 216,501            |        |        |
| Memberships & conferences                               | 101,100            | 90,733             | 96,419              | 106,800            | 109,100            | 110,800            | 109,950            | 115,950            | 117,700            |        |        |
| Contracted services                                     | 2,671,490          | 2,765,327          | 2,497,407           | 2,871,295          | 3,026,550          | 3,045,300          | 3,086,050          | 3,172,450          | 3,200,950          |        |        |
| Office supplies   | 44,250             | 45,845             | 49,009              | 45,500             | 49,000             | 52,350             | 53,400             | 54,900             | 59,700             |        |        |
| Utilities   | 643,200            | 711,140            | 659,005             | 684,950            | 735,200            | 756,700            | 778,450            | 796,950            | 807,950            |        |        |
| Miscellaneous   | 1,391,120          | 1,599,637          | 1,557,442           | 1,582,920          | 1,616,270          | 1,653,020          | 1,665,520          | 1,655,820          | 1,681,320          |        |        |
| Freight, courier & postage                              | 23,800             | 18,242             | 21,150              | 24,400             | 25,200             | 25,400             | 26,100             | 26,300             | 26,300             |        |        |
| Legal & professional                                    | 85,350             | 110,305            | 105,812             | 106,600            | 124,100            | 122,600            | 123,100            | 132,100            | 131,600            |        |        |
| Maintenance of buildings & equipment                    | 341,350            | 310,251            | 299,305             | 371,550            | 381,650            | 392,650            | 400,150            | 415,250            | 415,250            |        |        |
| Materials & supplies                                    | 388,535            | 418,588            | 373,919             | 384,635            | 397,910            | 400,750            | 396,000            | 414,200            | 411,950            |        |        |
| Equipment rental (internal & external)                  | 357,950            | 485,479            | 450,304             | 351,900            | 661,650            | 661,650            | 667,900            | 668,600            | 668,600            |        |        |
| Grants-in-aid   | 85,000             | 85,000             | 81,309              | 90,000             | 90,000             | 95,000             | 95,000             | 100,000            | 100,000            |        |        |
| Vehicle maintenance & fuel                              | 390,850            | 383,523            | 380,311             | 427,750            | 445,500            | 457,500            | 472,500            | 490,750            | 491,000            |        |        |
| Amortization  | 1,200,000          | 1,360,881          | 1,299,576           | 1,200,000          | 1,200,000          | 1,200,000          | 1,200,000          | 1,200,000          | 1,200,000          |        |        |
| Interest  | 564,873            | 550,231            | 558,717             | 591,646            | 567,001            | 574,601            | 574,601            | 577,101            | 577,101            |        |        |
| Sub-total   | 14,778,068         | 15,760,971         | 14,973,482          | 15,646,836         | 16,422,746         | 16,675,421         | 16,871,771         | 17,201,221         | 17,441,622         |        |        |
| Non-TCA expenditures                                    | 1,916,326          | 1,615,208          | 1,345,713           | 2,543,092          | 1,953,614          | 1,843,765          | 1,848,018          | 1,675,999          | 1,550,334          |        |        |
| <b>Total operating expenses by type</b>                 | <b>16,694,394</b>  | <b>17,376,179</b>  | <b>16,319,196</b>   | <b>18,189,928</b>  | <b>18,376,360</b>  | <b>18,519,186</b>  | <b>18,719,789</b>  | <b>18,877,220</b>  | <b>18,991,956</b>  |        |        |
| <b>Operating Expenses by Department</b>                 |                    |                    |                     |                    |                    |                    |                    |                    |                    |        |        |
| General Government                                      | 1,790,110          | 1,764,767          | 1,636,939           | 1,944,075          | 2,075,350          | 2,021,250          | 2,015,100          | 2,096,700          | 2,102,950          |        |        |
| Fire Protection   | 1,339,200          | 1,372,364          | 1,305,647           | 1,618,100          | 1,443,525          | 1,572,100          | 1,530,900          | 1,529,600          | 1,577,650          |        |        |
| Provincial Emergency Program                            | 92,000             | 67,626             | 84,858              | 92,000             | 92,000             | 92,000             | 92,000             | 92,000             | 92,000             |        |        |
| Planning, Building and Bylaw Enforcement                | 720,900            | 591,910            | 741,970             | 819,100            | 597,100            | 680,600            | 689,100            | 687,450            | 647,700            |        |        |
| Animal and Pest Control                                 | 132,600            | 120,288            | 121,086             | 133,250            | 127,050            | 127,650            | 134,650            | 128,650            | 129,650            |        |        |
| Police and Court House services                         | 1,743,500          | 1,815,827          | 1,589,531           | 1,873,595          | 1,948,850          | 2,032,800          | 2,066,050          | 2,149,050          | 2,162,050          |        |        |
| Public Works  | 3,953,436          | 4,127,583          | 3,859,940           | 4,234,402          | 4,521,674          | 4,631,075          | 4,774,928          | 4,786,959          | 4,814,444          |        |        |
| Transit   | 279,000            | 267,244            | 272,652             | 339,000            | 339,000            | 339,000            | 339,000            | 339,000            | 339,000            |        |        |
| Environmental Health (Garbage collection and Recycling) | 427,640            | 423,886            | 338,439             | 427,900            | 417,650            | 315,750            | 318,250            | 325,750            | 327,750            |        |        |
| Public Health and Welfare (Cemetery)                    | 135,000            | 127,435            | 115,736             | 166,200            | 154,950            | 139,750            | 137,250            | 136,350            | 132,650            |        |        |
| Community Economic Development                          | 1,296,850          | 1,602,276          | 1,481,832           | 1,564,600          | 1,679,650          | 1,651,700          | 1,625,700          | 1,631,450          | 1,632,450          |        |        |
| Recreation and Culture                                  | 3,019,285          | 3,183,861          | 2,912,271           | 3,186,060          | 3,212,560          | 3,140,910          | 3,222,260          | 3,197,160          | 3,256,561          |        |        |
| Amortization of capital assets                          | 1,200,000          | 1,360,881          | 1,299,576           | 1,200,000          | 1,200,000          | 1,200,000          | 1,200,000          | 1,200,000          | 1,200,000          |        |        |
| Debt interest payments                                  | 564,873            | 550,231            | 558,717             | 591,646            | 567,001            | 574,601            | 574,601            | 577,101            | 577,101            |        |        |
| <b>Total operating expenses by Department</b>           | <b>16,694,394</b>  | <b>17,376,179</b>  | <b>16,319,192</b>   | <b>18,189,928</b>  | <b>18,376,360</b>  | <b>18,519,186</b>  | <b>18,719,789</b>  | <b>18,877,220</b>  | <b>18,991,956</b>  |        |        |
| Operating (Surplus)/Deficit                             | -1,205,324         | -706,089           | -786,538            | -1,139,590         | -1,015,491         | -1,136,170         | -1,709,360         | -2,025,538         | -2,420,878         |        |        |
| Capital expenditures                                    | 3,699,822          | 1,860,979          | 2,458,886           | 4,487,663          | 1,211,721          | 920,507            | 1,706,032          | 1,981,309          | 1,500,349          |        |        |
| Contributions from reserves                             | -628,000           | -164,304           | -848,110            | -617,500           | -790,000           | -585,000           | -256,500           | -260,500           | -125,000           |        |        |
| Contributions from DCC's                                | 0                  | 0                  | 0                   | 0                  | -50,000            | -80,000            | -530,000           | -400,000           | 0                  |        |        |
| Contributions from Grants                               | -200,000           | -77,242            | -397,048            | -1,371,000         | -126,000           | 0                  | -15,000            | -15,000            | -15,000            |        |        |
| Debt proceeds   | -2,735,000         | -1,520,000         | -801,052            | -2,015,000         | 0                  | 0                  | 0                  | 0                  | 0                  |        |        |
| Capital out of revenue                                  | 136,822            | 99,433             | 412,676             | 484,163            | 245,721            | 255,507            | 904,532            | 1,305,809          | 1,360,349          |        |        |
| Debt principal  | 268,096            | 268,096            | 252,031             | 311,797            | 357,493            | 367,568            | 367,568            | 367,568            | 367,568            |        |        |
| Transfer from equity in capital assets                  | -1,200,000         | -1,360,881         | -1,299,576          | -1,200,000         | -1,200,000         | -1,200,000         | -1,200,000         | -1,200,000         | -1,200,000         |        |        |
| Transfers to reserve                                    | 1,671,000          | 1,709,346          | 1,421,884           | 1,050,000          | 1,561,000          | 1,726,000          | 1,636,000          | 1,500,000          | 1,695,000          |        |        |
| (Surplus)/Deficit                                       | -329,406           | 9,905              | 477                 | -493,630           | -51,277            | 12,905             | -1,260             | -52,161            | -197,961           |        |        |

Table 20 – General operating financial plan

## 2014-2018 Financial Plan

| Water Operating                        | 2012              |                   | 2013              |                   | 2014              |                   | 2015              |                   | 2016              |                   | 2017              |                   | 2018              |                   |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|  | Ave. Actual       |                   | Ave. Actual       |                   | Ave. Actual       |                   | Ave. Actual       |                   | Ave. Actual       |                   | Ave. Actual       |                   | Ave. Actual       |                   |
|  | Budget            | Actual            | 3 years           | Budget            | Budget            | Budget            | Budget            | Budget            | Budget            | Budget            | Budget            | Budget            | Budget            | Budget            |
| <b>Revenues</b>                        |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Taxation and grants                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Sale of services                       | -1,380,300        | -1,499,317        | -1,439,289        | -1,590,012        | -1,745,500        | -1,864,402        | -2,001,598        | -2,115,927        | -2,115,927        | -2,115,927        | -2,115,927        | -2,115,927        | -2,115,927        | -2,115,926        |
| Other & own sources                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Provincial unconditional transfers     |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Provincial conditional transfers       |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| DCC funding                            |                   | -6,180            | -2,060            |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Non- TCA funding                       | -158,000          | -113,791          | -76,909           | -165,000          | -100,500          | -182,300          | -100,000          | -56,000           | -56,000           | -56,000           | -56,000           | -56,000           | -56,000           | -50,000           |
| Other contributions & donations        | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| <b>Total Revenues</b>                  | <b>-1,538,300</b> | <b>-1,619,288</b> | <b>-1,518,259</b> | <b>-1,755,012</b> | <b>-1,846,000</b> | <b>-2,046,702</b> | <b>-2,101,598</b> | <b>-2,171,927</b> | <b>-2,171,927</b> | <b>-2,171,927</b> | <b>-2,171,927</b> | <b>-2,171,927</b> | <b>-2,171,927</b> | <b>-2,165,926</b> |
| <b>Operating Expenses by type</b>      |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Employment costs                       | 300,500           | 275,083           | 250,734           | 307,000           | 336,500           | 344,000           | 351,500           | 361,750           | 361,750           | 361,750           | 361,750           | 361,750           | 361,750           | 366,500           |
| Travel and meeting expenses            | 8,500             | 3,477             | 3,742             | 8,500             | 8,500             | 9,500             | 9,500             | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            |
| Telephone                              | 3,000             | 2,911             | 2,799             | 3,000             | 3,000             | 3,000             | 3,000             | 3,000             | 3,000             | 3,000             | 3,000             | 3,000             | 3,000             | 3,000             |
| Advertising                            | 1,200             | 0                 | 133               | 2,000             | 2,000             | 2,000             | 2,000             | 2,000             | 2,000             | 2,000             | 2,000             | 2,000             | 2,000             | 2,000             |
| Licences and insurance                 | 23,500            | 22,128            | 20,883            | 23,750            | 24,000            | 24,000            | 24,000            | 24,000            | 24,000            | 24,000            | 24,000            | 24,000            | 24,000            | 24,000            |
| Memberships & conferences              | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Contracted services                    | 117,500           | 94,231            | 75,548            | 131,500           | 135,000           | 138,500           | 139,500           | 143,000           | 143,000           | 143,000           | 143,000           | 143,000           | 143,000           | 143,000           |
| Office supplies                        | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Utilities                              | 57,500            | 60,718            | 68,765            | 58,550            | 60,050            | 60,600            | 61,100            | 62,650            | 62,650            | 62,650            | 62,650            | 62,650            | 62,650            | 62,650            |
| Miscellaneous                          | 117,500           | 121,914           | 119,017           | 117,500           | 117,500           | 117,500           | 117,500           | 117,500           | 117,500           | 117,500           | 117,500           | 117,500           | 117,500           | 117,500           |
| Freight, courier & postage             | 2,500             | 5,744             | 3,120             | 2,500             | 2,500             | 2,500             | 2,500             | 2,500             | 2,500             | 2,500             | 2,500             | 2,500             | 2,500             | 2,500             |
| Legal & professional                   | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Maintenance of buildings & equipment   | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Materials & supplies                   | 100,300           | 110,763           | 95,062            | 100,300           | 122,300           | 124,800           | 124,800           | 130,050           | 130,050           | 130,050           | 130,050           | 130,050           | 130,050           | 130,050           |
| Equipment rental (internal & external) | 25,500            | 6,274             | 11,182            | 25,500            | 28,500            | 28,500            | 28,500            | 28,500            | 28,500            | 28,500            | 28,500            | 28,500            | 28,500            | 28,500            |
| Grants-in-aid                          | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Vehicle maintenance & fuel             | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Non-TCA expenditures                   | 158,000           | 113,791           | 76,410            | 165,000           | 100,500           | 182,300           | 100,000           | 56,000            | 56,000            | 56,000            | 56,000            | 56,000            | 56,000            | 50,000            |
| Amortization                           | 400,000           | 308,040           | 304,761           | 400,000           | 400,000           | 400,000           | 400,000           | 400,000           | 400,000           | 400,000           | 400,000           | 400,000           | 400,000           | 400,000           |
| Interest                               | 296,048           | 296,059           | 287,672           | 296,048           | 296,048           | 296,048           | 296,048           | 296,048           | 296,048           | 296,048           | 296,048           | 296,048           | 296,048           | 296,049           |
| <b>Total operating expenses</b>        | <b>1,611,548</b>  | <b>1,421,133</b>  | <b>1,319,828</b>  | <b>1,641,148</b>  | <b>1,636,398</b>  | <b>1,733,248</b>  | <b>1,659,948</b>  | <b>1,636,998</b>  | <b>1,636,998</b>  | <b>1,636,998</b>  | <b>1,636,998</b>  | <b>1,636,998</b>  | <b>1,636,998</b>  | <b>1,635,749</b>  |
| Operating (surplus)/deficit            | 73,248            | -198,155          | -198,431          | -113,864          | -209,603          | -313,455          | -441,650          | -534,929          | -534,929          | -534,929          | -534,929          | -534,929          | -534,929          | -530,177          |
| Capital expenditures                   | 581,400           | 3,270             | 573,399           | 582,000           | 659,000           | 1,028,000         | 775,000           | 811,000           | 811,000           | 811,000           | 811,000           | 811,000           | 811,000           | 1,200,000         |
| Contributions from reserves            | -581,400          | -3,270            | -100,044          | -582,000          | -590,000          | -633,000          | -580,000          | -601,000          | -601,000          | -601,000          | -601,000          | -601,000          | -601,000          | -485,000          |
| Contributions from DCC's               | 0                 | 0                 | -7,282            | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | -290,000          |
| Contributions from Grants              | 0                 | 0                 | -193,699          | 0                 | -69,000           | -395,000          | -195,000          | -210,000          | -210,000          | -210,000          | -210,000          | -210,000          | -210,000          | -425,000          |
| Debt proceeds                          | 0                 | 0                 | -200,000          | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Capital out of revenue                 | 0                 | 0                 | 72,373            | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Debt principal                         | 152,085           | 152,085           | 142,480           | 152,085           | 152,085           | 152,085           | 152,085           | 152,085           | 152,085           | 152,085           | 152,085           | 152,085           | 152,085           | 152,085           |
| Transfer from equity in capital assets | -400,000          | -308,040          | -304,761          | -400,000          | -400,000          | -400,000          | -400,000          | -400,000          | -400,000          | -400,000          | -400,000          | -400,000          | -400,000          | -400,000          |
| Transfers to reserve                   | 350,000           | 350,000           | 383,333           | 350,000           | 320,000           | 550,000           | 800,000           | 600,000           | 600,000           | 600,000           | 600,000           | 600,000           | 600,000           | 550,000           |
| (Surplus)/Deficit                      | 175,333           | -4,110            | 94,995            | -11,779           | -137,518          | -11,370           | 110,435           | -182,844          | -182,844          | -182,844          | -182,844          | -182,844          | -182,844          | -228,092          |

Table 21 – Water operating plan

## 2014-2018 Financial Plan

| Sewer Operating                         | 2012              |                   |                 | 2013              | 2014              | 2015              | 2016              | 2017              | 2018              |
|---|-------------------|-------------------|-----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|   |                   |                   | Ave. Actual     |                   |                   |                   |                   |                   |                   |
|   | Budget            | Actual            | 3 years         | Budget            | Budget            | Budget            | Budget            | Budget            | Budget            |
| <b>Revenues</b>                         |                   |                   |                 |                   |                   |                   |                   |                   |                   |
| Taxation and grants                     | -105,000          | -120,993          | -115,771        | -121,000          | -242,000          | -259,286          | -276,571          | -293,857          | -311,143          |
| Sale of services                        | -736,989          | -801,669          | -754,757        | -935,064          | -974,552          | -1,033,783        | -1,093,014        | -1,112,757        | -1,132,500        |
| Other & own sources                     |                   |                   |                 |                   |                   |                   |                   |                   |                   |
| Provincial unconditional transfers      |                   |                   |                 |                   |                   |                   |                   |                   |                   |
| Provincial conditional transfers        |                   |                   |                 |                   |                   |                   |                   |                   |                   |
| DCC funding                             |                   | -11,173           | -3,724          |                   |                   |                   |                   |                   |                   |
| Non- TCA funding                        | -50,000           | -99,249           | -33,083         | -55,000           | -154,500          | -102,500          | -50,000           | -53,000           | -50,000           |
| Other contributions & donations         | -120,945          | -124,782          | -41,594         | -124,782          | -124,782          | -124,782          | -124,782          | -132,641          | -190,292          |
| <b>Total Revenues</b>                   | <b>-1,012,934</b> | <b>-1,157,866</b> | <b>-948,929</b> | <b>-1,235,846</b> | <b>-1,495,833</b> | <b>-1,520,350</b> | <b>-1,544,367</b> | <b>-1,592,255</b> | <b>-1,683,935</b> |
| <b>Operating Expenses by type</b>       |                   |                   |                 |                   |                   |                   |                   |                   |                   |
| Employment costs                        | 214,500           | 210,316           | 218,090         | 205,250           | 213,000           | 216,750           | 221,500           | 225,250           | 225,250           |
| Travel and meeting expenses             | 2,000             | 0                 | 1,476           | 5,500             | 5,500             | 5,500             | 5,500             | 5,500             | 5,500             |
| Telephone                               | 2,000             | 1,167             | 1,296           | 2,000             | 2,000             | 2,000             | 2,000             | 2,000             | 2,000             |
| Advertising                             | 300               | 0                 | 0               | 300               | 300               | 300               | 300               | 300               | 300               |
| Licences and insurance                  | 9,800             | 8,401             | 7,957           | 10,000            | 10,500            | 10,500            | 10,500            | 10,500            | 10,500            |
| Memberships & conferences               | 0                 | 0                 | 0               | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Contracted services                     | 30,300            | 31,927            | 26,029          | 54,800            | 55,800            | 55,800            | 56,300            | 58,300            | 58,300            |
| Office supplies                         | 0                 | 0                 | 0               | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Utilities                               | 76,000            | 77,900            | 71,847          | 77,500            | 79,000            | 80,500            | 82,000            | 83,500            | 83,500            |
| Miscellaneous                           | 116,800           | 118,896           | 115,904         | 116,800           | 117,300           | 117,800           | 117,800           | 118,300           | 118,300           |
| Freight, courier & postage              | 2,100             | 15,844            | 8,016           | 2,100             | 2,100             | 2,100             | 2,100             | 2,100             | 2,100             |
| Legal & professional                    | 0                 | 0                 | 0               | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Maintenance of buildings & equipment    | 0                 | 0                 | 0               | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Materials & supplies                    | 63,000            | 89,755            | 72,541          | 86,000            | 87,500            | 88,500            | 90,000            | 92,000            | 92,000            |
| Equipment rental (internal & external)  | 38,600            | 51,207            | 35,298          | 39,100            | 40,200            | 40,800            | 41,800            | 42,400            | 42,400            |
| Grants-in-aid                           | 0                 | 0                 | 0               | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Vehicle maintenance & fuel              | 0                 | 0                 | 0               | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Non-TCA expenditures                    | 50,000            | 105,422           | 57,935          | 55,000            | 154,500           | 102,500           | 50,000            | 53,000            | 50,000            |
| Amortization                            | 125,000           | 197,607           | 189,898         | 125,000           | 125,000           | 125,000           | 125,000           | 125,000           | 125,000           |
| Interest                                | 145,036           | 171,936           | 144,106         | 168,649           | 168,649           | 168,649           | 168,649           | 176,588           | 184,527           |
| <b>Total operating expenses by type</b> | <b>875,436</b>    | <b>1,080,378</b>  | <b>950,394</b>  | <b>947,999</b>    | <b>1,061,349</b>  | <b>1,016,699</b>  | <b>973,449</b>    | <b>994,738</b>    | <b>999,677</b>    |
| Operating (surplus)/deficit             | -137,498          | -77,488           | 1,464           | -287,847          | -434,485          | -503,651          | -570,918          | -597,518          | -684,258          |
| Capital expenditures                    | 720,000           | 11,857            | 29,289          | 919,000           | 827,500           | 315,000           | 590,000           | 2,090,000         | 4,799,000         |
| Contributions from reserves             | -420,000          | -11,857           | 160,239         | -619,000          | -527,500          | -315,000          | -590,000          | -290,000          | -290,000          |
| Contributions from DCC's                | -300,000          | 0                 | 0               | -300,000          | -300,000          | 0                 | 0                 | 0                 | 0                 |
| Contributions from Grants               | 0                 | 0                 | -126,352        | 0                 | 0                 | 0                 | 0                 | -1,333,000        | -2,473,000        |
| Debt proceeds                           | 0                 | 0                 | -63,176         | 0                 | 0                 | 0                 | 0                 | -467,000          | -2,036,000        |
| Capital out of revenue                  | 0                 | 0                 | 0               | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Debt principal                          | 86,275            | 86,275            | 66,620          | 111,246           | 111,246           | 111,246           | 111,246           | 111,246           | 126,928           |
| Transfer from equity in capital assets  | -125,000          | -197,607          | -189,898        | -125,000          | -125,000          | -125,000          | -125,000          | -125,000          | -125,000          |
| Transfers to reserve                    | 70,000            | 70,000            | 146,667         | 200,000           | 730,000           | 550,000           | 600,000           | 570,000           | 570,000           |
| (Surplus)/Deficit                       | -106,223          | -118,820          | 24,852          | -101,601          | 281,761           | 32,594            | 15,328            | -41,272           | -112,330          |

Table 22 – Sewer operating plan

## 2014-2018 Financial Plan

| General Operating<br>Contracted Services          | 2012             |                  | Ave. Actual      | 2013             | 2014             | 2015             | 2016             | 2017             | 2018             |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|   | Budget           | Actual           | Last 3 years     | Budget           | Budget           | Budget           | Budget           | Budget           | Budget           |
| <b>Blue #'s are offset by equivalent revenues</b> |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Mayor and Council                                 | 19,700           | 20,401           | 17,482           | 19,700           | 20,000           | 26,000           | 25,000           | 25,500           | 26,000           |
| City property                                     | 0                | 170              | 409              | 0                | 500              | 500              | 500              | 500              | 500              |
| City Hall maintenance                             | 3,250            | 4,021            | 3,949            | 3,250            | 4,750            | 5,250            | 5,250            | 5,750            | 5,750            |
| Administration/Finance                            | 3,000            | 2,709            | 2,529            | 3,000            | 3,000            | 3,000            | 3,000            | 3,500            | 3,500            |
| Elections & Referendums                           | 0                | 132              | 5,209            | 0                | 20,000           | 0                | 0                | 25,000           | 0                |
| Labour management                                 | 11,650           | 14,450           | 21,520           | 11,650           | 11,650           | 11,650           | 11,650           | 11,650           | 11,650           |
| Fire Fighting force                               | 24,900           | 19,372           | 18,159           | 25,000           | 25,000           | 25,000           | 25,000           | 26,000           | 26,000           |
| Fire station                                      | 0                | 1,078            | 359              | 0                | 0                | 0                | 0                | 0                | 0                |
| PEP   | <b>3,600</b>     | <b>186</b>       | <b>12,632</b>    | <b>3,600</b>     | <b>3,600</b>     | <b>3,600</b>     | <b>3,600</b>     | <b>3,600</b>     | <b>3,600</b>     |
| Emergency Programme Coordinator                   | <b>56,000</b>    | <b>30,950</b>    | <b>32,530</b>    | <b>56,000</b>    | <b>56,000</b>    | <b>56,000</b>    | <b>56,000</b>    | <b>56,000</b>    | <b>56,000</b>    |
| ESS Coordinator                                   | <b>9,000</b>     | <b>9,428</b>     | <b>12,701</b>    | <b>9,000</b>     | <b>9,000</b>     | <b>9,000</b>     | <b>9,000</b>     | <b>9,000</b>     | <b>9,000</b>     |
| Planning  | 47,000           | 37,416           | 89,279           | 50,000           | 50,000           | 85,000           | 85,000           | 85,000           | 85,000           |
| Planning - funded                                 | <b>20,000</b>    | <b>0</b>         | <b>0</b>         | <b>20,000</b>    | <b>20,000</b>    | <b>20,000</b>    | <b>20,000</b>    | <b>20,000</b>    | <b>20,000</b>    |
| Animal & Pest control                             | 98,500           | 95,933           | 93,445           | 99,250           | 100,000          | 100,000          | 100,000          | 100,000          | 100,000          |
| Police station                                    | 19,000           | 18,815           | 21,522           | 19,000           | 19,000           | 19,000           | 19,000           | 19,000           | 19,000           |
| RCMP  | 1,090,000        | 1,196,110        | 991,446          | 1,200,000        | 1,250,000        | 1,300,000        | 1,350,000        | 1,400,000        | 1,450,000        |
| RCMP Overtime                                     | 60,000           | 42,008           | 41,886           | 60,000           | 60,000           | 60,000           | 60,000           | 60,000           | 60,000           |
| RCMP Prisoner costs                               | 60,000           | 49,955           | 53,636           | 60,000           | 60,000           | 60,000           | 60,000           | 60,000           | 60,000           |
| Victim Services                                   | 52,000           | 55,424           | 48,208           | 44,695           | 55,000           | 55,000           | 56,000           | 56,500           | 57,000           |
| Police Information Retrieval Sys.                 | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                |
| Court House                                       | 27,800           | 33,696           | 33,110           | 27,800           | 42,800           | 42,800           | 43,800           | 43,800           | 44,800           |
| Engineering - consulting fees                     | 0                | 0                | 1,167            | 0                | 0                | 0                | 0                | 0                | 0                |
| Public Works administration                       |                  | 1,763            | 588              | 0                | 0                | 0                | 0                | 0                | 0                |
| Engineering services                              | 2,400            | 14,234           | 6,373            | 2,400            | 7,000            | 7,000            | 7,000            | 7,500            | 7,500            |
| Equipment maintenance                             | 9,750            | 19,227           | 12,015           | 9,750            | 9,750            | 9,750            | 10,000           | 10,000           | 10,000           |
| Municipal yards & buildings                       | 14,500           | 25,695           | 22,751           | 15,000           | 27,000           | 27,000           | 27,000           | 27,500           | 27,500           |
| Street maintenance                                | 75,000           | 45,378           | 54,513           | 85,000           | 85,000           | 86,000           | 86,000           | 87,000           | 87,000           |
| Sidewalk maintenance                              | 5,000            | 4,195            | 2,845            | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            |
| Drainage Ditch maintenance                        | 0                | 139,121          | 46,374           | 0                | 0                | 0                | 0                | 0                | 0                |
| Storm Sewer maintenance                           | 4,000            | 3,068            | 1,857            | 4,000            | 4,000            | 4,000            | 4,000            | 4,000            | 4,000            |
| Snow removal                                      | 347,400          | 303,992          | 346,225          | 345,900          | 378,400          | 433,400          | 424,400          | 425,000          | 425,000          |
| Custom work                                       | 1,050            | 7,554            | 2,936            | 1,050            | 1,050            | 1,050            | 1,050            | 1,100            | 1,100            |
| Street lighting                                   | 5,000            | 9,595            | 8,879            | 15,000           | 15,000           | 16,000           | 16,000           | 16,000           | 16,000           |
| Traffic services                                  | 1,000            | 1,039            | 1,131            | 3,500            | 3,500            | 3,500            | 3,500            | 3,500            | 3,500            |
| Railway Crossing maintenance                      | 12,000           | 12,506           | 13,071           | 15,000           | 12,000           | 12,000           | 12,000           | 12,000           | 12,000           |
| Bridge maintenance                                | 2,500            | 1,698            | 1,233            | 1,000            | 1,000            | 1,000            | 1,000            | 1,000            | 1,000            |
| Gravel pit  | 0                | 0                | 312              | 0                | 0                | 0                | 0                | 0                | 0                |
| Transit   | 276,500          | 264,084          | 270,894          | 336,500          | 336,500          | 336,500          | 336,500          | 336,500          | 336,500          |
| Garbage collection                                | 5,000            | 1,622            | 2,863            | 2,500            | 2,500            | 2,750            | 2,750            | 3,000            | 3,000            |
| Recycling   | <b>129,040</b>   | <b>108,484</b>   | <b>37,274</b>    | <b>110,000</b>   | <b>110,000</b>   | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |
| Garbage bins                                      | 15,000           | 12,895           | 15,225           | 25,000           | 15,000           | 15,000           | 15,000           | 15,000           | 15,000           |
| Cemetery  | 1,000            | 675              | 441              | 1,000            | 1,000            | 1,000            | 1,000            | 1,000            | 1,000            |
| Tourism & Public Relations                        | 45,000           | 45,000           | 45,000           | 45,000           | 45,000           | 45,000           | 45,000           | 45,000           | 45,000           |
| Ski Hill  | 0                | 5,280            | 1,760            | 0                | 0                | 0                | 0                | 0                | 0                |
| Revit/Cemetery benches                            | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                |
| Economic Development                              | 24,000           | 22,630           | 23,335           | 25,000           | 32,000           | 32,000           | 32,000           | 32,000           | 32,000           |
| Recreation administration                         | 1,500            | 745              | 582              | 1,500            | 2,000            | 1,500            | 1,500            | 1,500            | 1,500            |
| Community centre                                  | 2,000            | 9,016            | 3,005            | 2,000            | 11,000           | 11,000           | 11,000           | 11,000           | 11,000           |
| Community Centre - snow removal                   | 3,000            | 2,100            | 2,555            | 6,000            | 6,000            | 6,000            | 6,000            | 6,000            | 6,000            |
| Aquatic centre                                    | 0                | 6,414            | 2,138            |                  | 1,800            | 1,800            | 1,800            | 1,800            | 1,800            |
| Arena   | 28,000           | 20,583           | 26,196           | 37,500           | 39,500           | 39,500           | 39,500           | 39,500           | 39,500           |
| Williamson's Lake                                 | 2,000            | 0                | 595              | 2,750            | 2,750            | 2,750            | 2,750            | 3,000            | 3,000            |
| Boulevard maintenance                             | 4,450            | 1,789            | 3,867            | 8,000            | 4,000            | 4,000            | 4,000            | 4,000            | 4,000            |
| Revit maintenance                                 | 14,000           | 5,415            | 5,514            | 14,000           | 11,000           | 11,000           | 11,500           | 12,500           | 13,500           |
| Parks - general                                   | 16,000           | 12,154           | 18,582           | 30,000           | 35,500           | 36,000           | 36,000           | 36,500           | 37,000           |
| Columbia View Park                                | 500              | 0                | 0                | 500              | 2,500            | 2,500            | 500              | 500              | 500              |
| Museum  | 4,000            | 5,857            | 5,906            | 4,000            | 4,000            | 4,000            | 4,000            | 4,250            | 4,250            |
| Trails & Walkways                                 | 5,500            | 10,840           | 6,587            | 5,500            | 5,500            | 5,500            | 5,500            | 9,000            | 9,000            |
| SILGA Convention                                  | 10,000           | 8,425            | 2,808            | 0                | 0                | 0                | 0                | 0                | 0                |
| <b>TOTAL</b>                                      | <b>2,671,490</b> | <b>2,765,327</b> | <b>2,497,407</b> | <b>2,871,295</b> | <b>3,026,550</b> | <b>3,045,300</b> | <b>3,086,050</b> | <b>3,172,450</b> | <b>3,200,950</b> |

Table 23 – General operating contracted services



## 2014-2018 Financial Plan

| General Operating - Miscellaneous Expenses     | Ave.             |                  |                  | 2013             | 2014             | 2015             | 2016             | 2017             | 2018             |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|  | 2012             | Actual           | Last 3 years:    |                  |                  |                  |                  |                  |                  |
| Blue #'s are offset by equivalent revenues     | Budget           | Actual           | Budget           | Budget           | Budget           | Budget           | Budget           | Budget           | Budget           |
| Administration Charges                         | 60,400           | 60,400           | 60,400           | 60,400           | 60,400           | 61,500           | 61,500           | 61,500           | 61,500           |
| Bad Debt expense                               | 100              | 0                | 32               | 100              | 100              | 100              | 100              | 100              | 100              |
| Cash over short                                | 10               | 199              | 14               | 10               | 10               | 10               | 10               | 10               | 10               |
| Software support                               | 75,000           | 63,012           | 60,637           | 107,000          | 91,000           | 104,500          | 118,000          | 114,000          | 118,000          |
| Programming services                           | 2,500            | 2,400            | 1,849            | 3,000            | 3,500            | 3,500            | 4,000            | 4,000            | 4,500            |
| Computer leases                                | 12,200           | 0                | 0                | 18,000           | 15,000           | 18,000           | 18,000           | 24,000           | 24,000           |
| Columbia Basin Trust                           | 10,000           | 7,793            | 6,758            | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           |
| Contingency                                    | 20,000           | 6,900            | 3,545            | 20,000           | 20,000           | 20,000           | 20,000           | 20,000           | 20,000           |
| Received from SD19 for election costs          | 0                | 0                | (3,917)          | 0                | (17,950)         | 0                | 0                | (23,000)         | 0                |
| Uniform Maintenance                            | 15,600           | 12,340           | 8,160            | 25,000           | 25,000           | 25,000           | 25,000           | 25,000           | 25,000           |
| Training Supplies                              | 14,900           | 8,482            | 9,101            | 20,000           | 18,000           | 20,000           | 18,000           | 21,000           | 21,000           |
| Planning - Sign & Facade Design                | 5,000            | 4,525            | 6,550            | 10,000           | 0                | 0                | 0                | 0                | 0                |
| Advisory Planning Commission                   | 1,000            | 0                | 38               | 2,000            | 2,000            | 2,000            | 2,000            | 2,000            | 2,000            |
| Enhancement Planning - Public Art              | 5,000            | 8,156            | 5,399            | 10,000           | 10,000           | 10,000           | 10,000           | 8,000            | 8,000            |
| Heritage Commission                            | 1,000            | 603              | 969              | 2,000            | 2,000            | 2,000            | 2,000            | 2,000            | 2,000            |
| Auxiliary police                               | 4,000            | 4,000            | 2,333            | 4,000            | 4,000            | 4,000            | 4,000            | 4,000            | 4,000            |
| Crimestoppers                                  | 1,000            | 1,000            | 333              | 1,000            | 1,000            | 1,000            | 1,000            | 1,000            | 1,000            |
| Tipping Fees                                   | 80,000           | 81,102           | 82,732           | 80,000           | 80,000           | 85,000           | 85,000           | 90,000           | 90,000           |
| Air Monitoring Equipment                       | 5,000            | (713)            | 3,401            | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            |
| Street Entertainment                           | 42,500           | 45,000           | 43,333           | 45,000           | 45,000           | 45,000           | 45,000           | 47,500           | 47,500           |
| Tourism Marketing                              | 45,000           | 44,226           | 42,076           | 45,000           | 45,000           | 45,000           | 45,000           | 45,000           | 45,000           |
| Tourism Development Coordinator                | 25,000           | 25,000           | 28,333           | 25,000           | 25,000           | 25,000           | 25,000           | 25,000           | 25,000           |
| Promotion Programs                             | 2,000            | 0                | 0                | 2,000            | 2,000            | 2,000            | 2,000            | 2,000            | 2,000            |
| Social Strategy Co-ordinator                   | 50,000           | 49,174           | 47,701           | 53,000           | 53,000           | 53,000           | 53,000           | 53,000           | 53,000           |
| Leases   | 7,200            | 8,934            | 8,198            | 8,600            | 9,000            | 9,000            | 9,500            | 9,500            | 9,500            |
| EDC Special Programs                           | 30,000           | 33,677           | 46,610           | 30,000           | 30,000           | 30,000           | 30,000           | 30,000           | 30,000           |
| EDC Tourism Infrastructure - Funded            | 400,000          | 417,885          | 430,587          | 500,000          | 550,000          | 550,000          | 550,000          | 550,000          | 550,000          |
| EDC Tourism Marketing - Funded                 | 240,000          | 399,123          | 350,203          | 232,600          | 300,000          | 300,000          | 300,000          | 300,000          | 300,000          |
| EDC Tourism Marketing - Funded (Transit buses) | 40,000           | 38,176           | 12,725           | 67,400           | 0                | 0                | 0                | 0                | 0                |
| EDC Resort Shuttle - Funded                    |                  |                  | 0                | 110,000          | 110,000          | 110,000          | 110,000          | 110,000          | 110,000          |
| Recreation Commission                          | 500              | 0                | 0                | 500              | 500              | 500              | 500              | 500              | 500              |
| Summer Programs                                | 13,000           | 7,151            | 4,443            | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           |
| Fall Programs                                  | 15,000           | 5,720            | 4,199            | 0                | 0                | 0                | 0                | 0                | 0                |
| Spring Programs                                | 10,000           | 1,801            | 1,468            | 0                | 0                | 0                | 0                | 0                | 0                |
| Winter Programs                                | 20,000           | 8,094            | 45,119           | 0                | 0                | 0                | 0                | 0                | 0                |
| Leadership & Comm. Dev.                        | 500              | 0                | 53               | 1,000            | 2,000            | 2,000            | 2,000            | 2,000            | 2,000            |
| Special Events                                 | 1,000            | 7,420            | 8,191            | 7,000            | 7,000            | 7,000            | 7,000            | 7,000            | 7,000            |
| Banner Fund                                    | 2,000            | 1,958            | 653              | 2,000            | 2,000            | 2,000            | 2,000            | 2,000            | 2,000            |
| Vending Machine Supplies                       | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                |
| Communities in Bloom                           | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                |
| SILGA Convention                               | 42,500           | 19,764           | 6,588            | 0                | 0                | 0                | 0                | 0                | 0                |
| Special Presentations                          | 10,000           | 8,720            | 9,709            | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           |
| HST - no rebate                                | 52,800           | 58,019           | 45,410           | 26,900           | 0                | 0                | 0                | 0                | 0                |
| Carbon offset purchase                         | 29,410           | 29,410           | 9,803            | 29,410           | 29,410           | 29,410           | 29,410           | 30,210           | 30,210           |
| <b>TOTAL</b>                                   | <b>1,391,120</b> | <b>1,599,637</b> | <b>1,557,442</b> | <b>1,582,920</b> | <b>1,616,270</b> | <b>1,653,020</b> | <b>1,665,520</b> | <b>1,655,820</b> | <b>1,681,320</b> |

Table 24 – General operating miscellaneous expenses