

LONG-TERM (2025-2039)  
FINANCIAL PLAN

A COMPREHENSIVE  
5 AND 15-YEAR PLAN



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## OVERVIEW

Council's [Financial Planning & Budgeting Policy \(F-16\)](#) provides guidance when developing the long-term financial plan. The Policy recognizes that long-term financial planning and related budgeting is essential to achieving ongoing financial sustainability, providing a consistent level of public services, and for protecting citizens and ratepayers from property tax and user fee volatility. Long-Term Financial Planning also helps elected officials and management determine the best use of limited resources.

The Policy sets out the City's goals and expectations for financial planning and budgeting, including the processes that the City will follow. The Policy also outlines the roles and responsibilities of the various stakeholders and participants in the planning process. An important part of the long-term financial planning process is the strategy to seek public and stakeholder input.

Under the Policy, a planning period of 15 years has been adopted for both operating and capital budgets. This is to ensure that the long-term implications of current day decisions are considered, and that the City can chart a sustainable financial path for the community.

Additional policies serve as the foundation for financial planning and management at the City, these include: [Reserve Funds and Surpluses Policy \(F-14\)](#) · [Debt Management & Financing Policy \(F-15\)](#) · [Budget Management Policy \(F-4\)](#) · [Budget Amendment Policy \(F-6\)](#)

### CONTRIBUTORS

The Long-Term Financial Plan has been prepared by:

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With the assistance of:

All City Departments & Staff

We welcome your feedback!

### FEEDBACK/COMMENTS

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## CITY OF REVELSTOKE

Revelstoke has an estimated population of 8,275 and has built a reputation for community living in a spectacular and historic mountain setting. The community is rich in natural beauty and offers many opportunities for new and expanding businesses. The development of Revelstoke Mountain Resort added another significant dimension to the community's social, recreational, cultural, and economic base.



### STRATEGIC DIRECTION & PRIORITIES

#### Council Vision

Revelstoke will pursue a sustainable mountain community by balancing environmental, social economic, and cultural values within a local, regional and global context.

Our rich heritage and stunning natural environment inspire us to be forward thinking, inclusive, resilient and welcoming. We will create a supportive, vibrant community for those that live, work, and visit here today and in the future.

#### Council Mission

To deliver municipal services and responsible governance for citizens of Revelstoke while managing public assets and fostering the economic, social and environmental well-being of the community.

*For more information on Council as well as meetings for Council, Committee of the Whole (COTW), and the Finance Committee - Click [HERE](#)*



The Long-Term Financial Plan and Annual Budget are based around Council's Strategic Priorities. Financial decisions will be guided by the following criteria.

### Now

- Affordable Housing
- Arena Feasibility Study
- Communications Plan
- Zoning Bylaw Update
- Development Cost Charges Bylaw
- Employer of Choice
- Organic Removal (Composting)

### Next

- Industry Expansion
- Infrastructure (asset management) RCEC viability
- SD #19/COR Relations

### Community Priorities

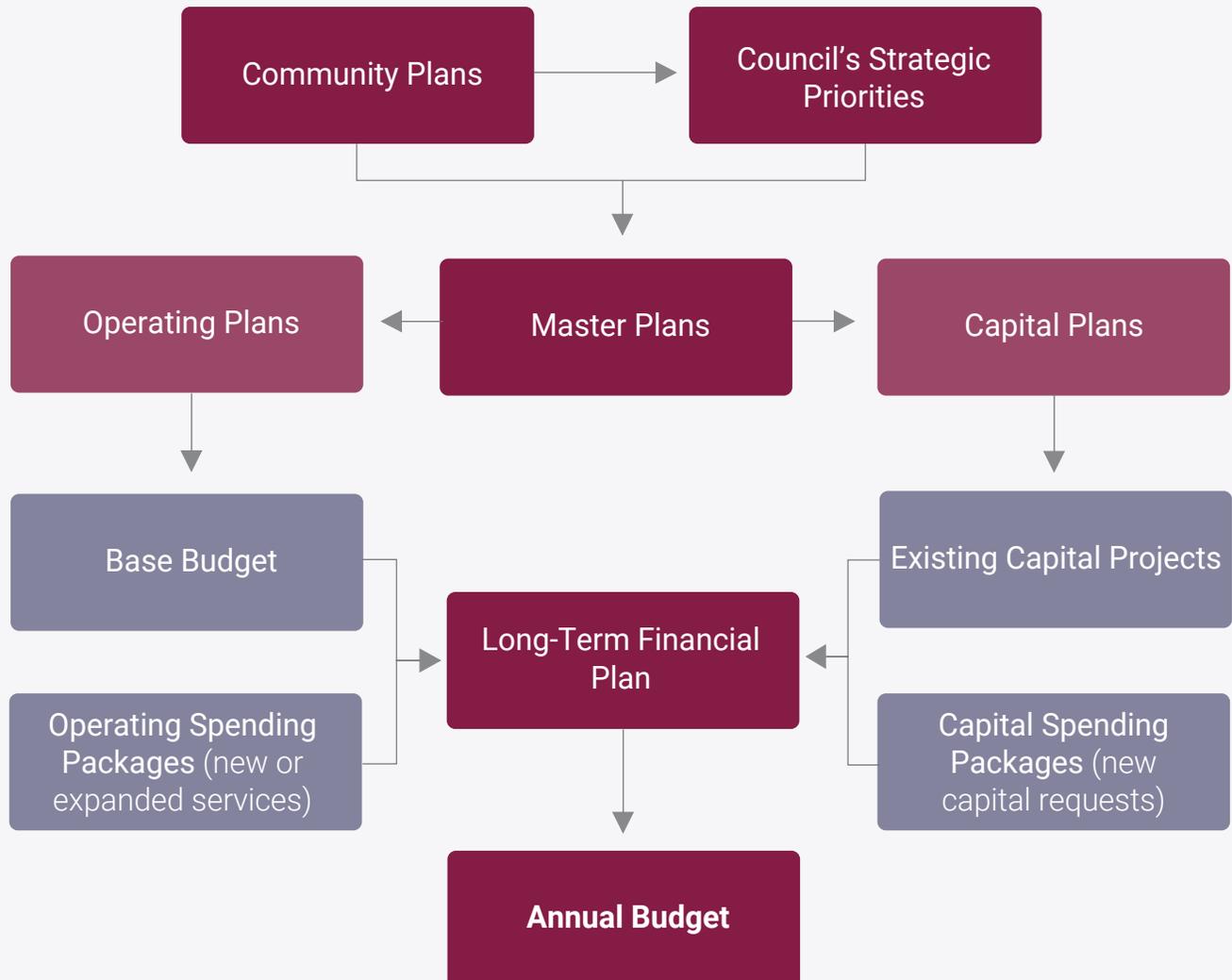
(long-term priorities)

- A range of housing options and affordability
- Environmental protection and stewardship
- Climate change action
- Personal and community economic growth and stability
- A responsive and caring social support system
- Fostering of diverse cultural and spiritual values
- A range of recreation and activities for residents and visitors
- Opportunities for lifelong learning



**Left to Right:** Councillor Tim Palmer, Councillor Tim Stapenhurst, Councillor Austin Luciw, Councillor Aaron Orlando, Mayor Gary Sulz, Councillor Lee Devlin, Councillor Matt Cherry

The chart below depicts the Financial Planning/Budgeting process.



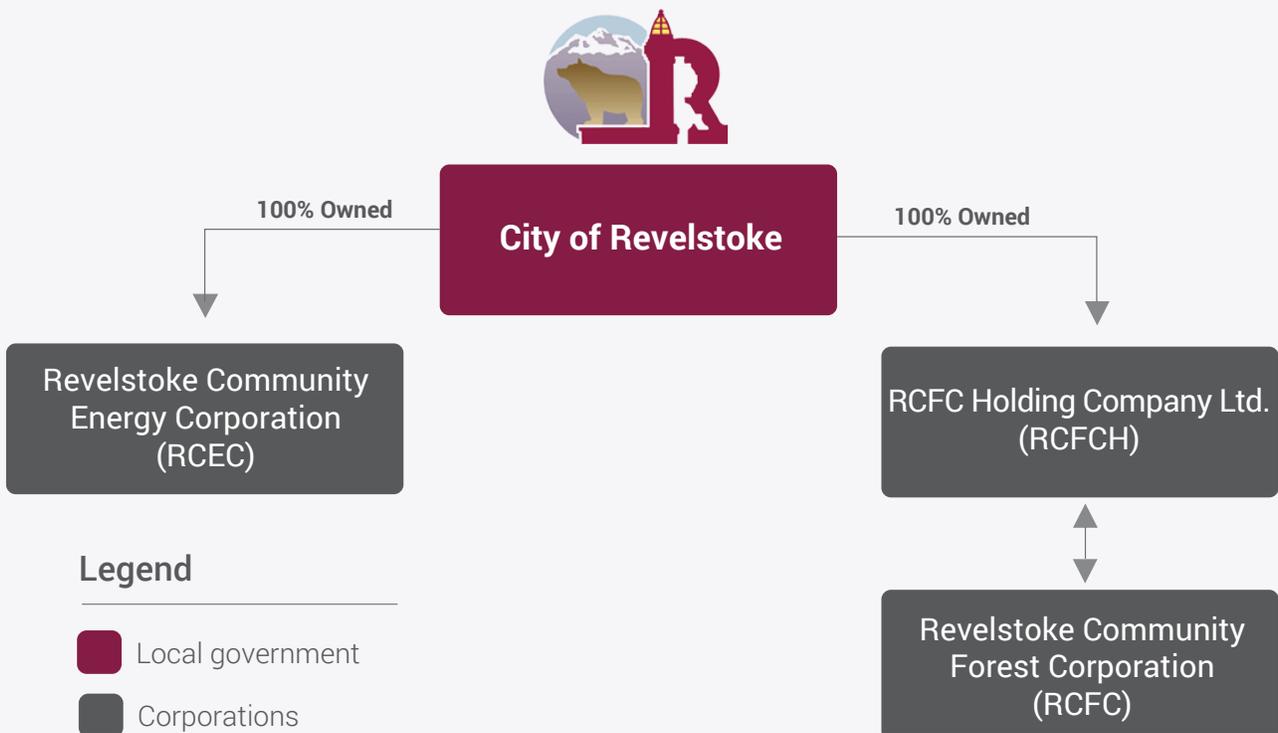
## OPERATING

The City's financial plan identifies the core, cash-based operating budgets (both revenues and expenses) that are needed to maintain the City's existing services and programs while also taking into account new or expanded services through presenting Operating Spending Packages from various departments. These requests are subject to a separate Council approval process and undergo greater scrutiny than the base operating budgets.

## CAPITAL

The City's capital plans provide for larger projects of a long term nature which are mostly for maintaining, upgrading, and replacing the City's infrastructure and facilities. Capital Spending Packages for new capital are presented to Council for consideration and are subject to a separate decision-making process. Any new capital projects that exceed the City's funding capacity are placed on an unfunded capital list for future consideration. Projects that need further evaluation in terms of cost estimates and/or recommended solutions are put on the same list.

CORPORATE STRUCTURE



ACCOUNTING FOR THE CORPORATIONS

The City adjusts its investment in the Corporations on its consolidated Statement of Financial Position and presents the net income or loss of the Corporations as a separate item on its consolidated Statement of Operations. In 2024 the City auditors determined that RCEC is no longer a viable government business entity and is fully consolidated into the City's financial statements and budget similar to other utility funds. RCEC's corporate structure remains in tact.

Any projected net income or loss from Corporations will not impact the City's cash-based budget. In other words, any projected net income from the Corporations cannot be used to pay for City services and programs unless there is an actual cash dividend distribution from the Corporations to the City.

**Revelstoke Community Energy Corporation (RCEC)**

The Revelstoke Community Energy Corporation is a Consolidated subsidiary of the City, which was created for the purpose of creating and distributing thermal energy. The Company's operations consist of supplying heat to local municipal, school board, and corporate customers.

**RCFC Holding Company Ltd. (RCFCH)**

The RCFC Holding Company Ltd. is 100% owned by the City. The Company manages the Revelstoke Community Forest Corporation, a wholly owned subsidiary of the City, which manages a tree farm licence near Revelstoke. This provides a guaranteed wood supply for the local processors, promotes economic stability and security, and ensures local control of resources.

**Revelstoke Community Forest Corporation (RCFC)**

In June of 1993, the City of Revelstoke in partnership with three local sawmills, purchased a tree farm licence and formed the Revelstoke Community Forest Corporation, which is responsible for managing the tree farm licence. The community's investment in this project helped to secure the licence. The Revelstoke Community Forestry Corporation operates a log sort yard which allows for the opportunity to purchase select, high-quality logs and benefits local value-added companies and artisans.

## OVERVIEW

The City's financial operating plans, which include the City's 2025 budget, are summarized in the following pages.

**Long-term plans are provided for the:**

- General Operating Fund (includes Garbage Service)
- Three (3) Utilities (water, Big Eddy water, and sewer)
- Vehicle/Equipment operations

The five-year plans are highlighted in this section with the long-term 15-year plans in the attached appendices.

**The financial plans include:**

- A cash-based Financial Plan/Budget for each of the City's operating funds which identifies all operating revenues and expenses, and all transfers to/from reserves and surpluses related to operations.
- A long-term Capital Plan/Budget which identifies anticipated projects for the next 15 years, including internal and external funding sources.

These plans represent the City's core budgets for maintaining existing services and service levels. Initiatives or requests for new or enhanced programs or services ("Spending Packages"), are shown in [Appendix "A"](#).

The presented Spending Packages have been reviewed by Senior Management and as noted, certain items are being recommended for inclusion in the 2025 budget.

These items will undergo a separate Council approval process from that of the core budgets.



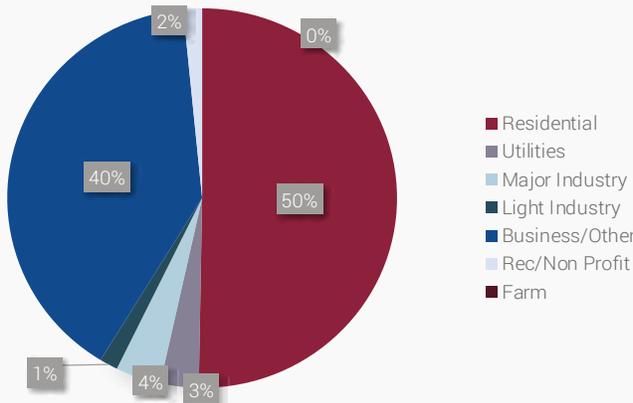
## OVERVIEW

Property taxes are the main source of revenue for the City. These are calculated based on the assessed value of land and/or improvements. In addition, Utility Fees (sewer/water/garbage) contribute to revenue streams, however, need to cover the cost of both operations and capital projects. The City reviews Utility Fee levels annually as these need to keep up with the cost of providing the related services.

The City's Financial Plan includes preliminary total property tax levies in each year. These levies may change as budget discussions proceed.

### Property Tax Distribution

The majority (90%) of the City's property taxes are collected from the residential and business/other tax classes, which also represents the majority of the City's assessed property values.



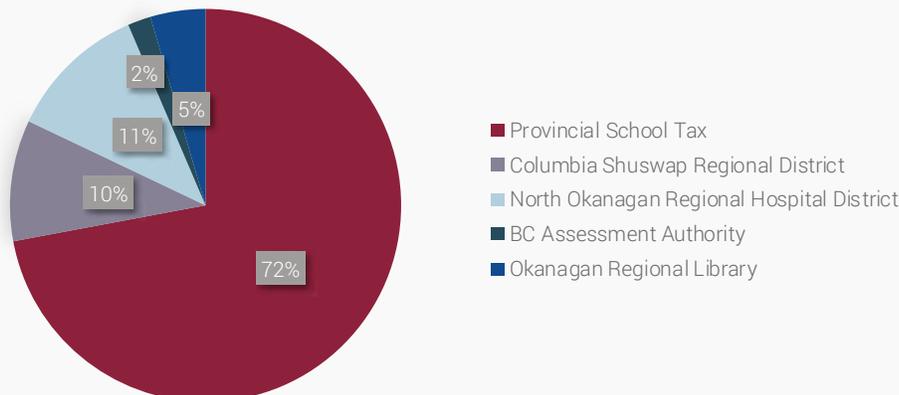
As noted above, the percentage of municipal property taxes collected from the residential class was 50% in 2024, consistent with 2023. This aligns with one of the key guiding principles within the [Revenue and Property Tax Policy \(F-9\)](#):

"The proportion of the property tax burden borne by the residential sector has been less than 50%. It is City Council's intention that this proportionate share increase to at least 50%. This may occur as the result of a natural growth in assessment value or by shifting the burden from the non-residential sector through applying different tax increases to the various classes, or through a combination of both methods, over time."

### Other Taxing Authorities

The City serves as a collection agency for other taxing authorities, including provincial school taxes, Columbia Shuswap Regional District, North Okanagan Regional Hospital District, BC Assessment Authority, MFA and Library levies. Approximately 64% of taxes collected by the City in 2024 were for municipal purposes and the remaining balance was collected on behalf of the other authorities.

### 2024 Taxes Collected by Other Taxing Authorities



## IMPACT OF PROPOSED PROPERTY TAX & UTILITY FEE INCREASE

Council is considering 4%, 5%, 6%, and 7% property tax increase scenarios, as shown below, and would like your feedback. The proposed increases for Utility Fees are also noted below.

The following calculations are based on the average 2024 assessed home value in Revelstoke at \$839,000.

### PROPERTY TAX SCENARIOS

#### Current 2025 Budget

	Scenario 1	Scenario 2	2025 Approved Budget Scenario 3	Scenario 4
2024 Actual	\$2,140	\$2,140	\$2,140	\$2,140
Increase	4% or \$86	5% or \$107	6% or \$128	7% or \$150
2025 Total	\$2,226	\$2,247	\$2,269	\$2,290

#### Why Consider a Higher Tax Increase?

The additional taxation revenue generated beyond the 4% tax increase will be set aside in the Arena Re-Development Reserve [page 46](#).

#### Utility Fee Changes

FEES	2024 Actual	2025 Increase	2025 Total
Garbage	\$142	10% or \$14	\$156
Water*	\$594	5% or \$30	\$624
Big Eddy Water	\$572	5% or \$29	\$601
Sewer*	\$566	5% or \$28	\$594
Sewer Frontage Frontage*	\$330	5% or \$17	\$347

#### Why an Increase in Utility Fees?

Utility Fee increases are needed to provide for increased operating costs and future infrastructure replacement.

\* Does not apply to Big Eddy

Sewer Frontage: Based on 100' frontage

#### Total Property Tax & User Fee Scenarios

	Scenario 1		Scenario 2		2025 Approved Budget Scenario 3		Scenario 4	
	City	Big Eddy	City	Big Eddy	City	Big Eddy	City	Big Eddy
2024 Actual	\$3,772	\$2,854	\$3,772	\$2,854	\$3,772	\$2,854	\$3,772	\$2,854
Increase	4.6% or \$174	4.5% or \$128	5.2% or \$196	5.3% or \$150	5.8% or \$217	6% or \$171	6.3% or \$239	6.8% or \$193
2025 Total	\$3,947	\$2,983	\$3,968	\$3,004	\$3,989	\$3,025	\$4,011	\$3,047

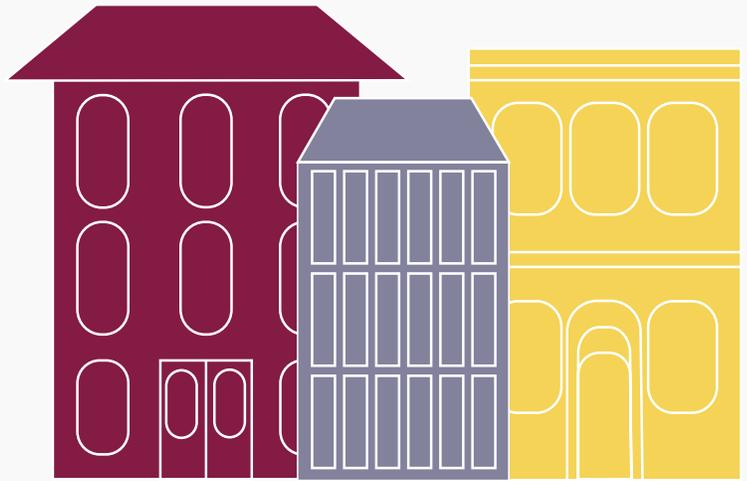
Not including parcel taxes applicable to the Big Eddy, Clearview Heights, and Thomas Brook Local Area Services; 2024 Municipal Taxes Only

IMPACT OF PROPOSED PROPERTY TAX & UTILITY FEE INCREASES



Residential taxes per \$100,000 of 2024 assessed value:

\$255



Commercial taxes per \$100,000 of 2024 assessed value:

\$1,278

TAX INCREASE BREAKDOWN

	Scenario 1	Scenario 2	Scenario 3 - Recommended	Scenario 4
Core Budget Changes	1.25%	1.25%	1.25%	1.25%
Operating Spending Initiatives	2.75%	2.75%	2.75%	2.75%
Increased Transfers to Arena Re-Development Reserve	0%	1%	2%	3%
<b>Total Tax Increase</b>	<b>4%</b>	<b>5%</b>	<b>6%</b>	<b>7%</b>

CALCULATION REFERENCE

1% Increase is Equivalent to:	
Property Taxes	\$161,000
Garbage Rates	\$4,800
Water Utility	\$34,000
Big Eddy Water Utility	\$2,200
Sewer Utility	\$31,000

Based on Final 2024 Budget

## GENERAL OPERATING FUND

The highlights and a summary of the City's 5-year general operating plan are shown in this section. The longer term 15-year general operating fund plan is shown in [Appendix "B"](#).

### Garbage & Tax Rates

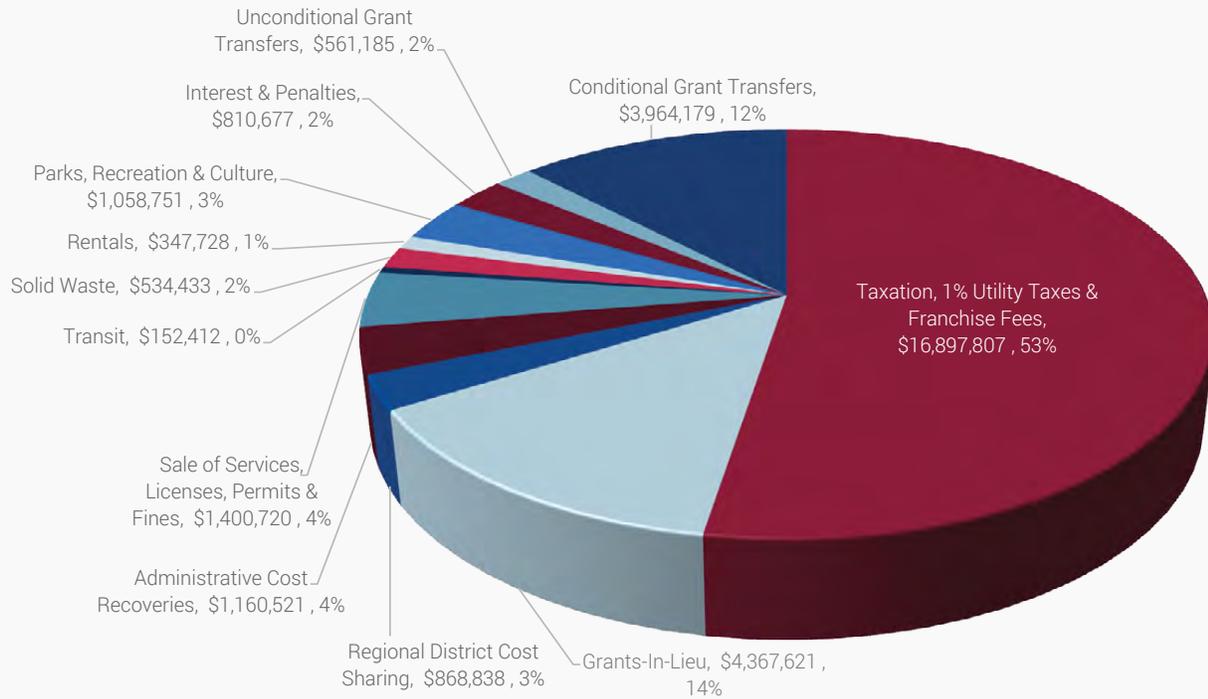


### HIGHLIGHTS OF 5-YEAR PLAN

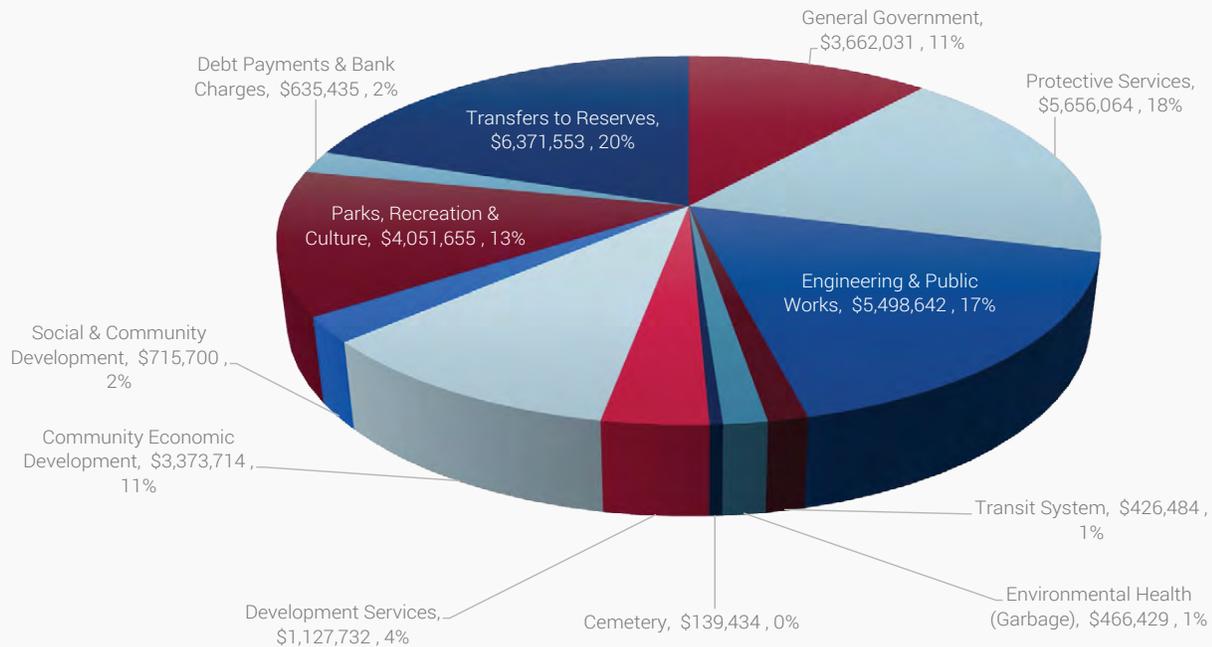
- Inflation for fees for services and expenditures is set at 6% for 2025, and 3% per annum thereafter, and garbage rates are set at 10% for 2025, and 4% thereafter
- Garbage rate increases will be reassessed prior to the implementation of the composting system and users may see increases above inflation
- New construction revenue is estimated to be \$250,000 per annum subject to inflationary increases
- Vehicle and equipment charges were increased 30% in 2022, 10% in 2023, and 6% in 2024 and 2025 to provide for the replacement of vehicles & equipment including fire apparatus, with the goal of avoiding borrowing
- \$32.1 million in revenue & cost recoveries
- \$25.1 million in operating expenditures
- \$6.7 million in transfers to reserves
- \$635k in debt payments

GENERAL OPERATING FUND

2025 General Operating Fund Revenue & Cost Recoveries Total \$32.1 Million



2025 General Fund Operating Expenses & Reserve Transfers Total \$32.1 Million



## GENERAL OPERATING FUND - CORE BUDGET CHANGES

Below is a summary of the core budget changes in the general operating fund.

The core budget has had a net increase of \$217,500 (rounded) based on the changes in revenues, expenses and reserve transfers. These core budget changes do not include the provisional increase in property tax revenue of 6%, which has been built into the 2025 Budget.

### SUMMARY OF MAIN CORE BUDGET CHANGES IN GENERAL OPERATING FUND (from 2024 approved budget to 2025 budget)

Revenue Increases ( ) and Decreases (+)	2025 Budget Changes		Comments & Notes
	Budget Dollars	% Property Tax Impact	
Property Taxes	(595,000)	-3.7%	2024 new construction revenue that exceeded the budgeted amount
Grants in Lieu of Taxes	(135,400)	-0.8%	Increase in revenue for inflation
Business License Revenue	(116,000)	-0.7%	Increase based on short-term rental fees
User fee and permit inflationary increases	(410,400)	-2.55%	Increase based on 6% inflationary adjustment to fees and charges bylaw
Return on Investments	(481,200)	-3.0%	Increase due to higher interest rates
Other	(37,100)	-0.2%	Various other small increases
<b>Total Revenue Increases over Prior Year</b>	<b>(1,775,100)</b>	<b>-10.95%</b>	

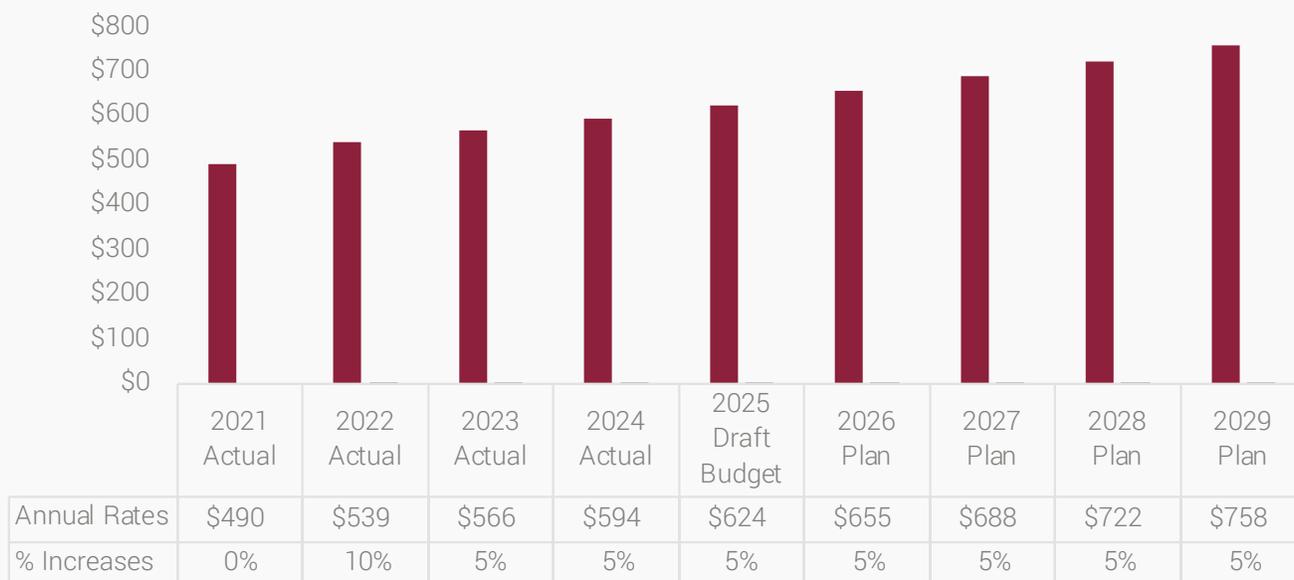
Expenditure Increases (+) and Decreases ( )			
Wage & Benefits - Inflationary Increase	729,300	4.5%	Wages were negotiated in 2024 resulting in a 4% base increase and a 1.25% inflationary top up, resulting in a total increase of 5.25%
Wages & Benefits - New Positions	185,000	1.1%	During 2024 an additional building official and GIS technician were added outside the budget process to fill the ongoing needs of the City
Equipment Charges - Fire Department	65,000	0.4%	The replacement costs of the fire fleet have increased exponentially, resulting in a 38.0% increase in 2024 and an additional 16.25% increase in 2025 to internal equipment charges
RCMP Contract	150,000	0.9%	An adjustment to the RCMP contract above inflation is required due to lower vacancy rates and successful bargaining within their union
Other	329,400	2%	All other expenditures are increased by 3% for inflation
<b>Total Expenditure Reductions over Prior Year</b>	<b>1,458,700</b>	<b>8.9%</b>	

Other Increases (+) and Decreases ( )			
Estimated new construction revenue	(250,000)	-1.6%	Estimated new construction for the year
Debt servicing cost for existing debt	12,700	0.1%	Increase in interest rates
Increased reserve transfers	771,200	4.8%	To build up capital & operating reserves for increased costs of construction
<b>Total Revenue Increases (decreases) over Prior Year</b>	<b>533,900</b>	<b>3.30%</b>	
<b>Net Changes to General Operating Fund Core Budget</b>	<b>217,500</b>	<b>1.25%</b>	<b>Net increase from all general core operating budget changes</b>

## WATER UTILITY OPERATING FUND

The highlights and a summary of the City's 5-year water operating plan are shown in this section. The longer term 15-year water operating plan is shown in [Appendix "C"](#).

### Water Utility Rates

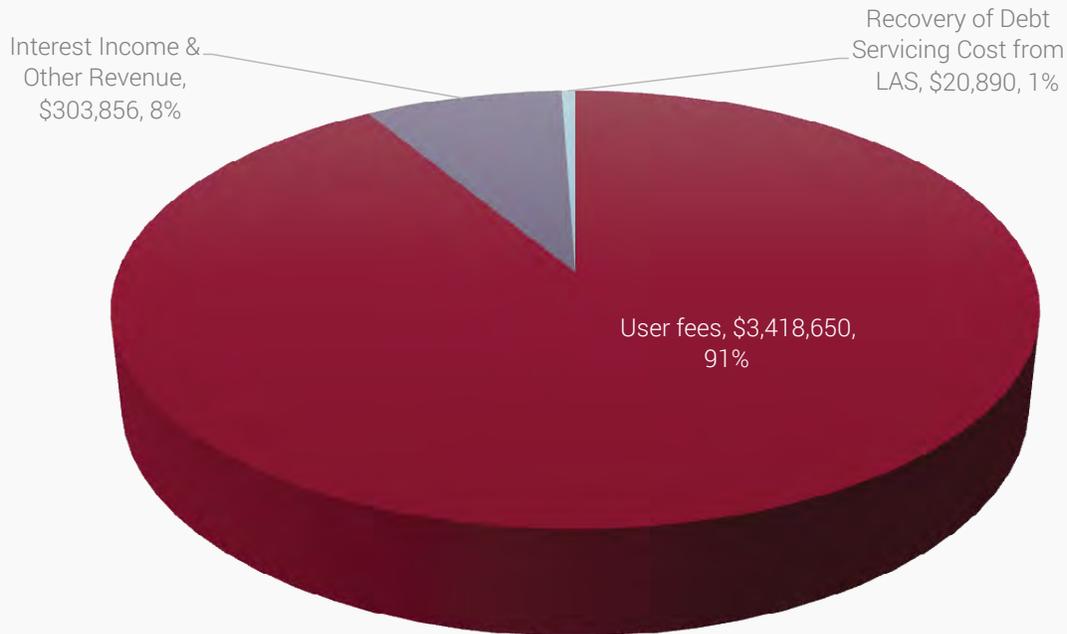


### HIGHLIGHTS OF 5-YEAR PLAN

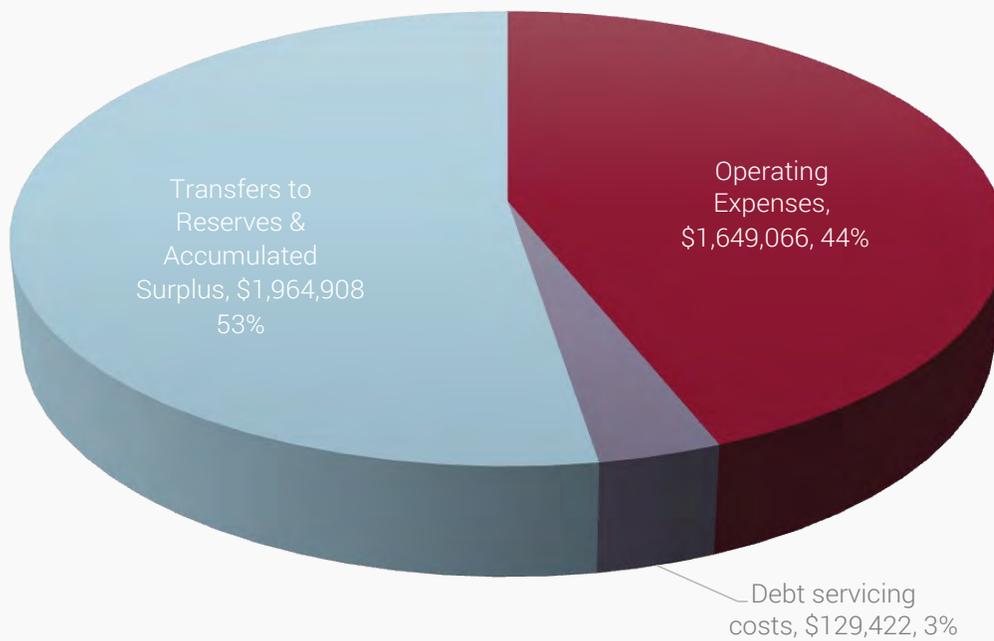
- 5% per year increase in water utility rates (including 2025), and 2% per annum increase for 2025 and 2026, and 1% per annum increase thereafter in water revenue from new customer connections
- Vehicle and equipment charges increased 30% in 2022, 10% in 2023, and 6% in 2024 and 2025 to provide for the replacement of vehicles & equipment
- 3% per annum inflationary increase for operating expenditures
- 5% for 2025 and 3% per annum increase thereafter in administrative costs
- \$129,000 of annual debt servicing costs with \$21,000 of these costs being recovered from the Local Area Service (LAS)
- \$1.9 million transferred to the Water Capital Reserve in 2025 for future capital expenditures with the reserve transfer growing to approximately \$2.8 million by 2029

**WATER UTILITY OPERATING FUND**

**2025 Water Utility Operating Revenue & Cost Recoveries Total \$3,743,396**



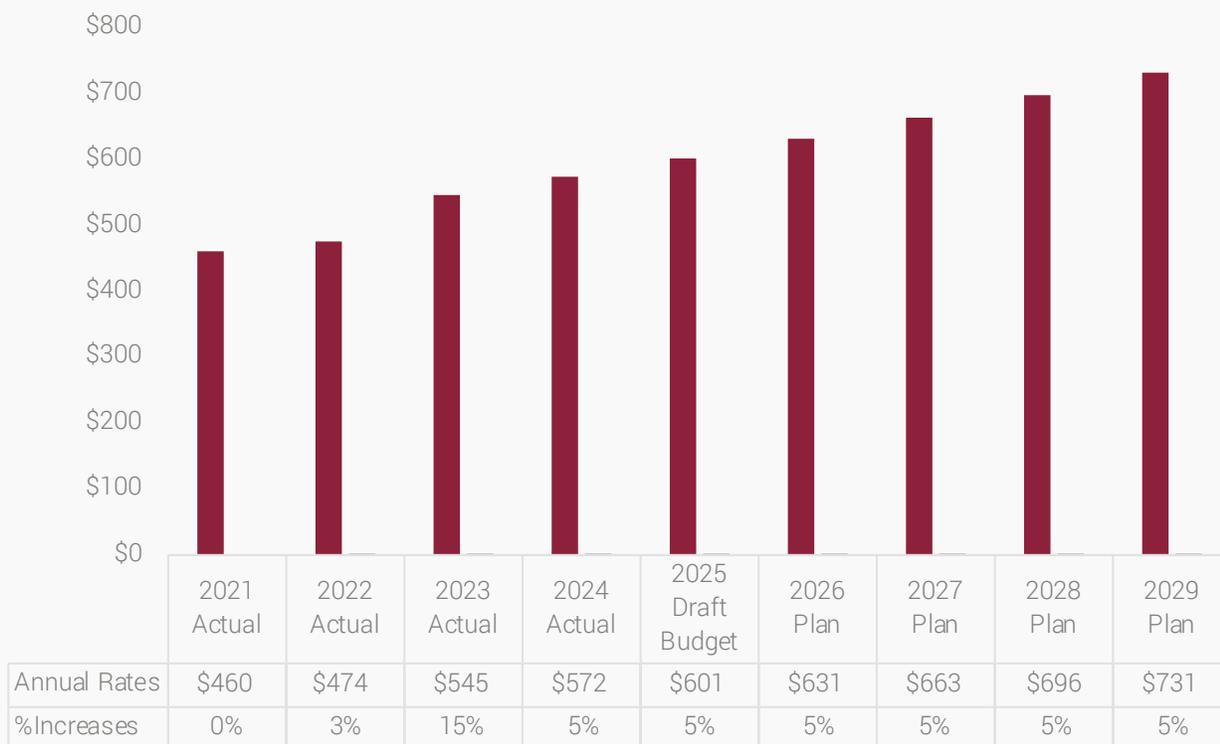
**2025 Water Utility Operating Expenses & Reserve Transfers Total \$3,743,396**



## BIG EDDY WATER UTILITY OPERATING FUND

The highlights and a summary of the City's 5-year Big Eddy water operating are shown in this section. The longer term 15-year Big Eddy Water operating plan is shown in [Appendix "D"](#).

### Big Eddy Water Utility Rates

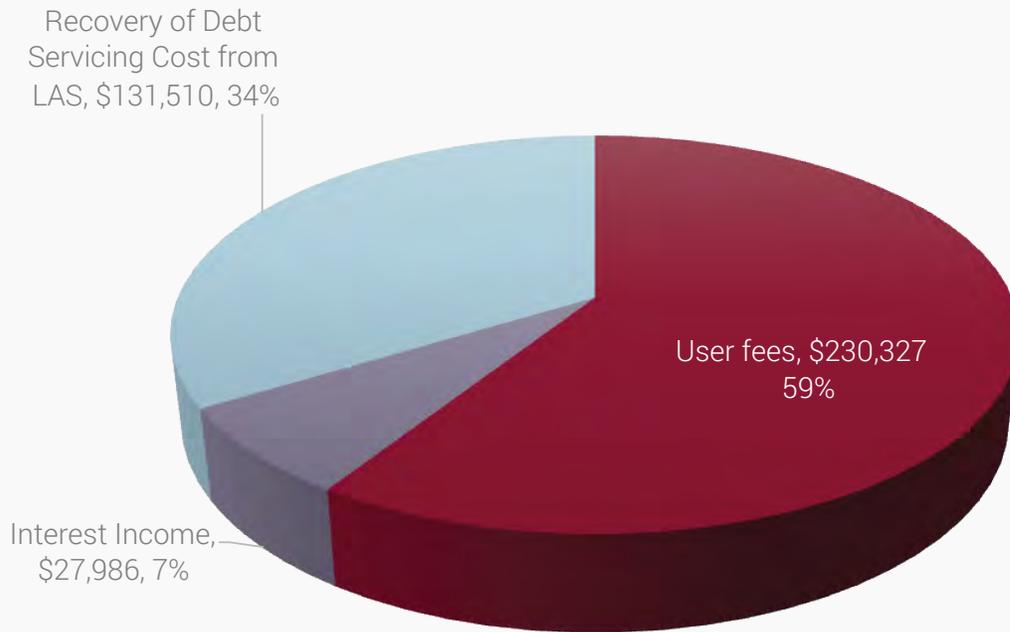


### HIGHLIGHTS OF 5-YEAR PLAN

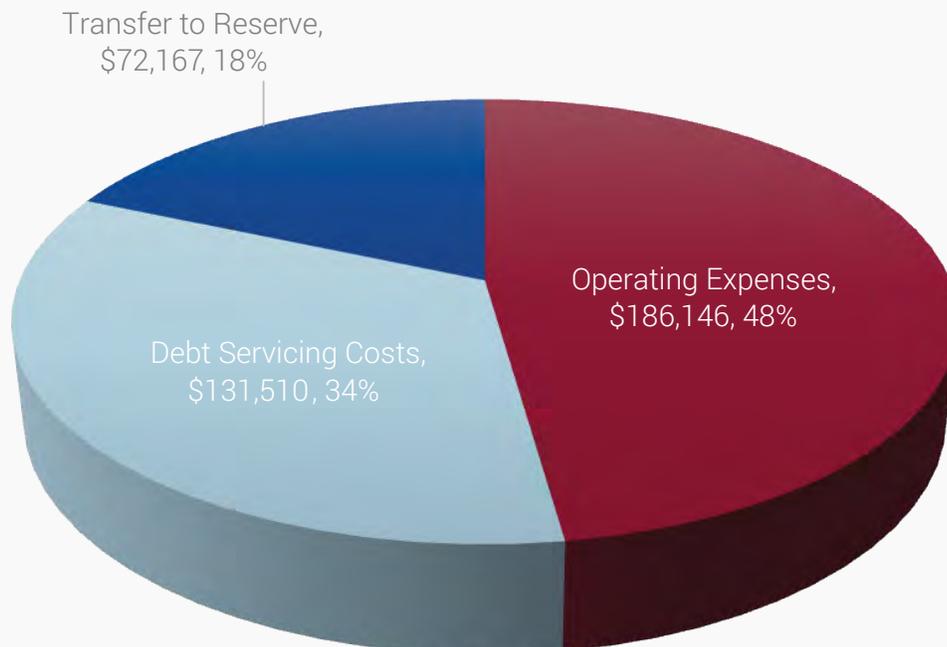
- 15% increase in Big Eddy water utility rates in 2023 and 5% in 2025 per year thereafter. The 15% increase in 2023 was needed to build reserves for future capital projects. 1% per year increase in water revenue from new customer connections.
- Vehicle and equipment charges increased 30% in 2022, 10% in 2023, and 6% in 2024 and 2025 to provide for the replacement of vehicles & equipment
- 3% per annum inflationary increase for operating expenditures
- 5% for 2025 and 3% per annum increase thereafter in administrative costs
- \$131,000 of annual debt servicing costs with 100% of these costs being recovered from LAS
- \$72,000 transferred to the Big Eddy Water Capital Reserve in 2025 for future capital expenditures with the reserve transfer growing to approximately \$102,000 by 2029

**BIG EDDY WATER UTILITY OPERATING FUND - CONT'D**

**2025 Big Eddy Water Utility Operating Revenue & Cost Recoveries Total \$389,823**



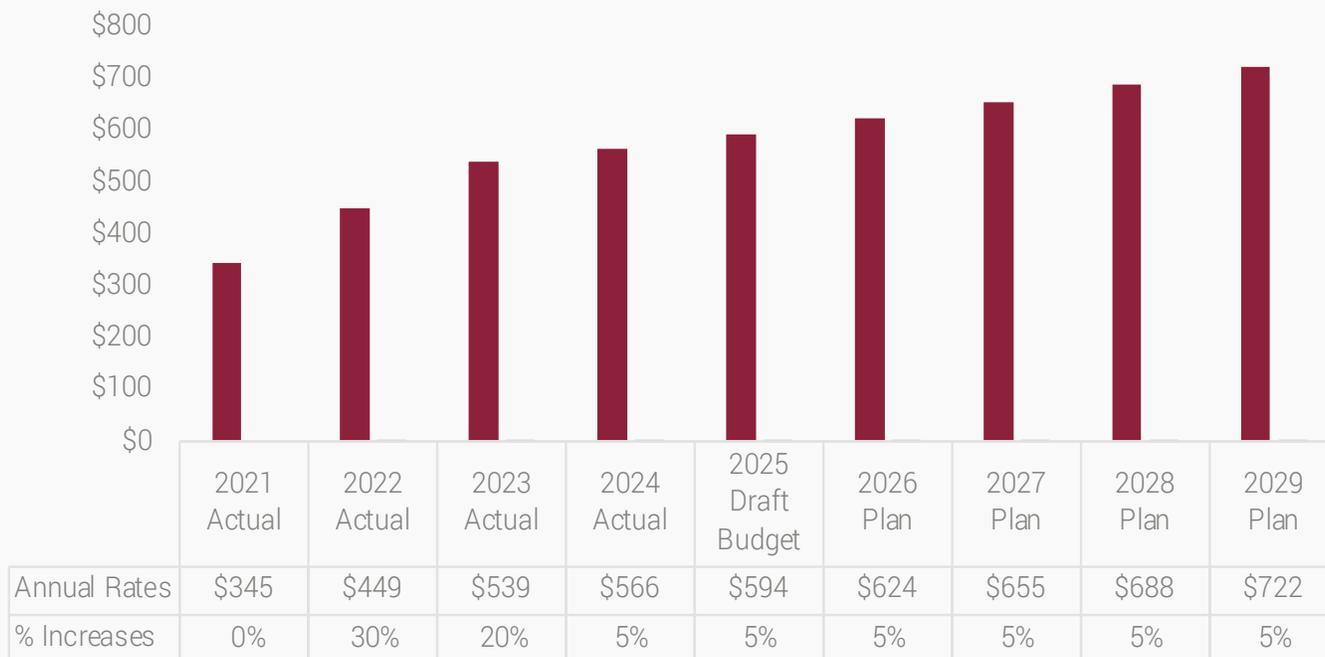
**2025 Big Eddy Water Utility Operating Expenses & Reserve Transfers Total \$389,823**



## SEWER UTILITY OPERATING FUND

The highlights and a summary of the City's 5-year sewer operating plan are shown in this section. The longer term 15-year sewer operating plan is shown in [Appendix "E"](#).

### Sewer Utility Rates

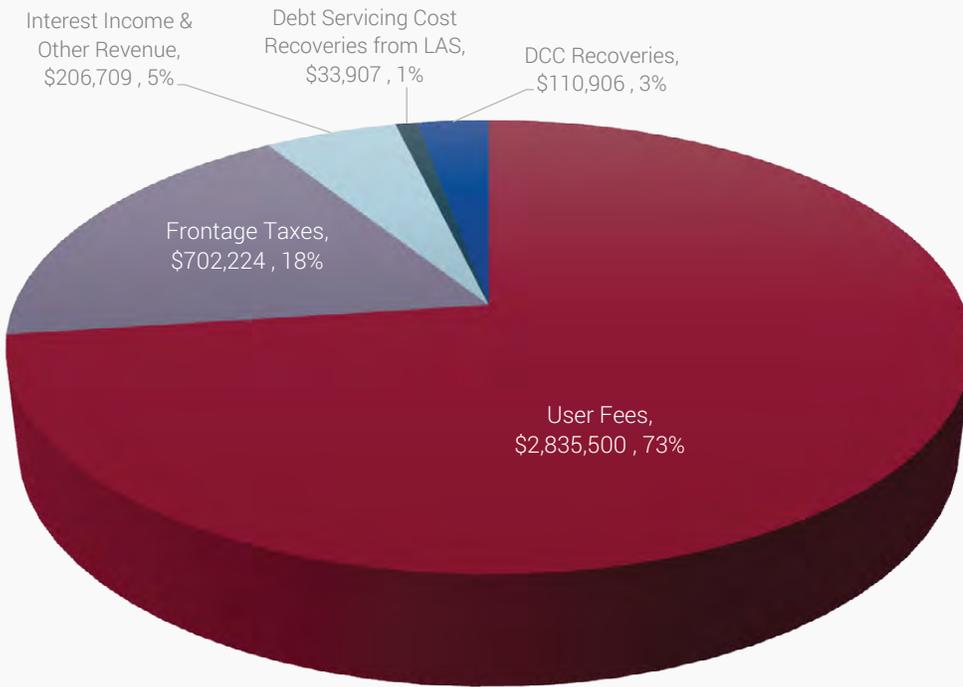


### HIGHLIGHTS OF 5-YEAR PLAN

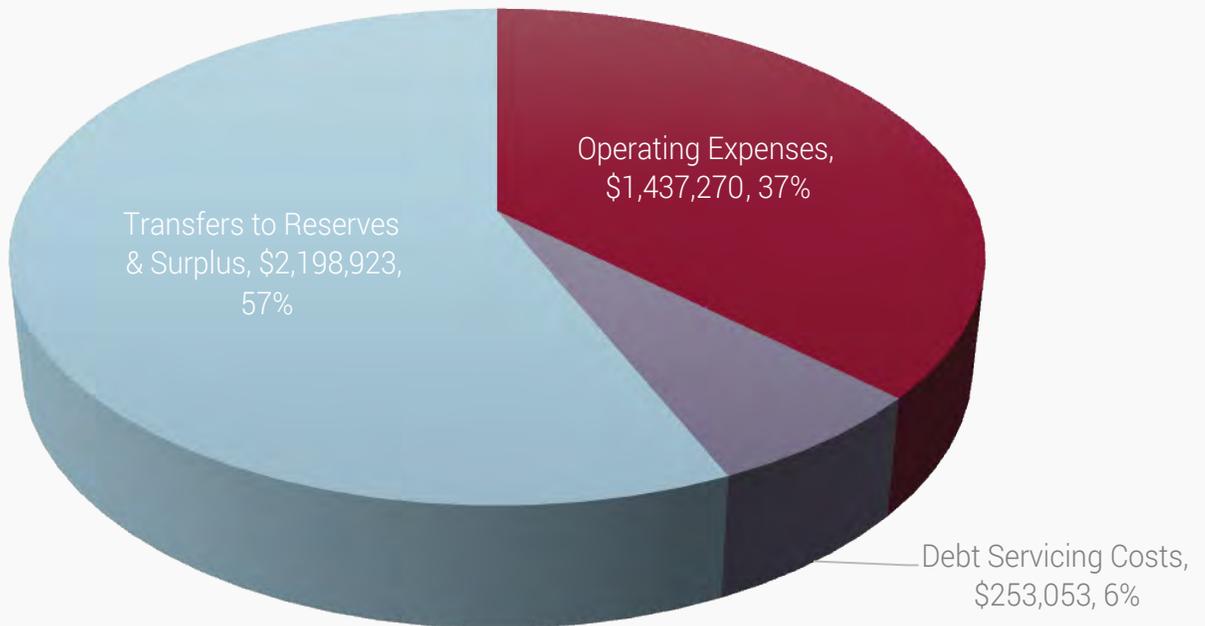
- The sewer utility fund required a 30% increase in utility rates in 2022, and a 20% increase in utility rates in 2023.
- In 2025 a 5% increase in utility rates is required and each year thereafter, and 2% per annum increase for 2025 and 2026, and 1% per annum increase thereafter in water revenue from new customer connections
- Vehicle and equipment charges increased 30% in 2022, 10% in 2023, and 6% in 2024 and 2025 to provide for the replacement of vehicles & equipment
- 5% for 2025 and 3% per annum increase thereafter in administrative costs
- \$253,000 of annual debt servicing costs with \$34,000 of these costs being recovered from the LAS and \$110,000 from DCCs
- \$2.2 million transferred to the Sewer Capital Reserve in 2025 for future capital expenditures with the reserve transfer growing to approximately \$2.8 million by 2029

SEWER UTILITY OPERATING FUND - CONT'D

2025 Sewer Utility Operating Revenue & Cost Recoveries Total \$3,889,246



2025 Sewer Utility Operating Expenses & Reserve Transfers Total \$3,889,246



## VEHICLE & EQUIPMENT OPERATING PLAN

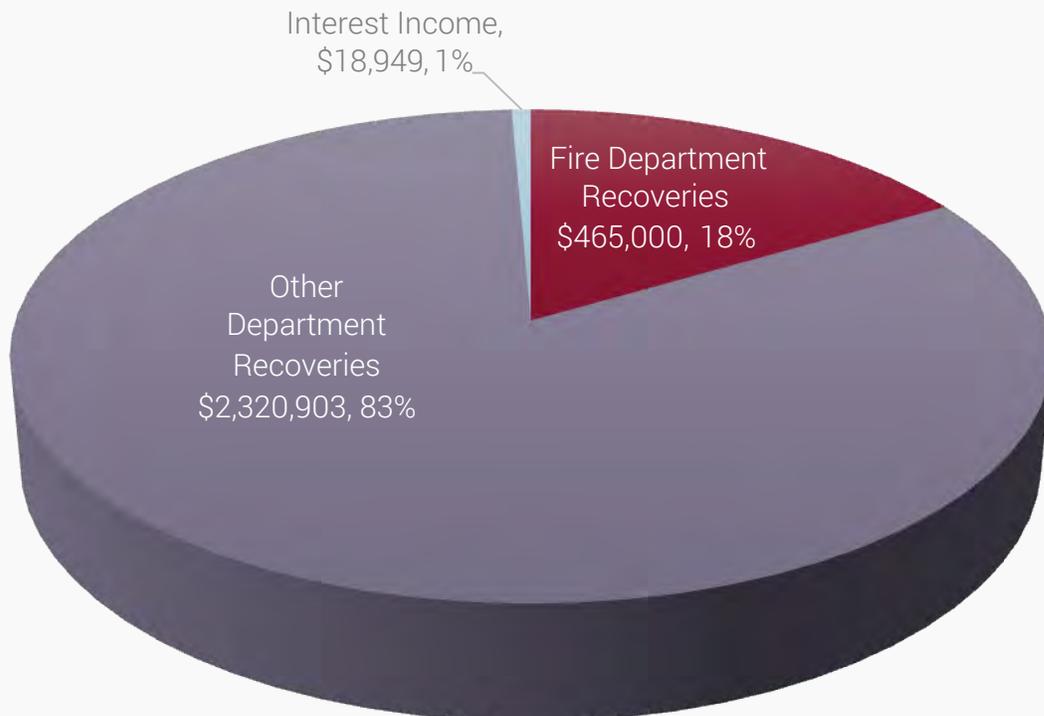
The City's vehicle and equipment operating plan shows the recoveries from the charge out of vehicles/equipment to the various operational areas. The cost of maintaining the City's fleet is also shown in this plan in terms of fuel, shop expenses, insurance, etc. The net revenues are transferred to the Vehicle and Equipment Reserve to pay for future replacements as the units reach the end of their useful lives. The City needs to generate enough revenues from the charge out of its fleet to pay for ongoing operating costs and capital replacements, with the goal of not borrowing for capital replacements. The City's other operating plans have budget levels for vehicle/equipment usage costs to reach this goal.

The City's vehicle and equipment operating plans, which are broken down into two areas (the Fire Department and the Other Departments) are shown below and the long-term 15-year vehicle & equipment operating plan is shown in [Appendix "F"](#).

### HIGHLIGHTS OF 5-YEAR PLAN

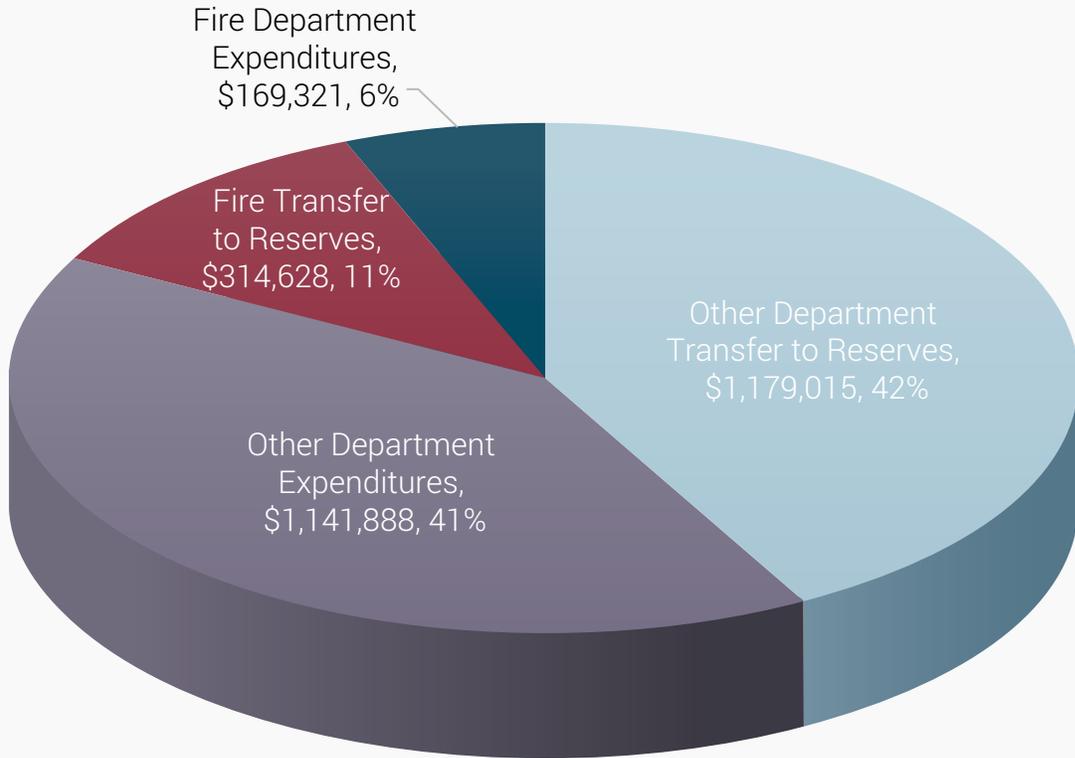
- A 40% increase over 2022 and 2023 was required to cover increased costs for the replacement and maintenance of vehicles & equipment
- Rates for the fire fleet increased by \$110,000 in 2024, and \$65,000 in 2025 due to the substantial increase in the cost to replace the fire fleet
- All other vehicle and equipment charges increased by inflation
- \$1.5 million transferred to Vehicle & Equipment Reserve (\$315,000 related to the fire fleet) in 2025 and this transfer grows to \$1.7 million by 2029

### 2025 Vehicle & Equipment Operating Revenue & Cost Recoveries Total \$2,804,852



## VEHICLE & EQUIPMENT OPERATING PLAN

2025 Vehicle & Equipment Operating Revenue & Cost Recoveries Total \$2,804,852



## DEPARTMENTAL SERVICES & FINANCIAL PLANS

### Council

Council's specific role in the financial planning process is as follows:

- Engage the community in terms of their priorities and issues.
- Before adopting a Strategic Plan at the beginning of their term, assess and consider the impact of the plan on the City's Long-Term Financial Plan.
- Review and update (as required) Council's Strategic Plan annually, with any impact(s) on the City's Long-Term Financial Plan again being considered.
- Approve the Financial Planning/Budgeting schedule annually.
- Approve the annual community consultation strategy and communication plan related to the Financial Plan/Budget.
- Adopt the Financial Plan and Budget annually.
- Consider implications of decisions, including those related to other plans, on the Long-Term Financial Plan, before proceeding.

Decisions made on the Financial Plan are conducted through Council meetings. Prior to this, the Plan is presented, reviewed, and discussed through the Committee of the Whole, with the collaborative assistance of the Finance Committee. For more information on meeting schedules and minutes, please visit our Civic Web site.

### Chief Administrative Officer (CAO)

The Chief Administrative Officer's specific role in the financial planning process is as follows:

- Recommend and reinforce the annual Financial Planning Budgeting schedule and mobilize staff to meet the approved schedule.
- Recommend annual community consultation strategy and communications plan, regarding the Financial Plan/Budget, to Council, and work with staff to execute the approved strategy and plan.
- Administer the Financial Planning and Budgeting Policy and approve any related Financial Planning/Budget procedures.
- Approve Financial Plans/Budgets before Council review.



## COUNCIL - TAX EXEMPTIONS AND GRANT PROGRAMS

Council recognizes the value to the community of local clubs, groups, non-profit organizations, and charities, especially in their efforts to promote or meet the goals and objectives of the City in accordance with the Official Community Plan (OCP).

The City has a Grant-In-Aid Policy with established criteria for providing permissive tax exemptions and other grant assistance to these organizations, as permitted under the Community Charter.

These applications are reviewed and approved on an annual basis.

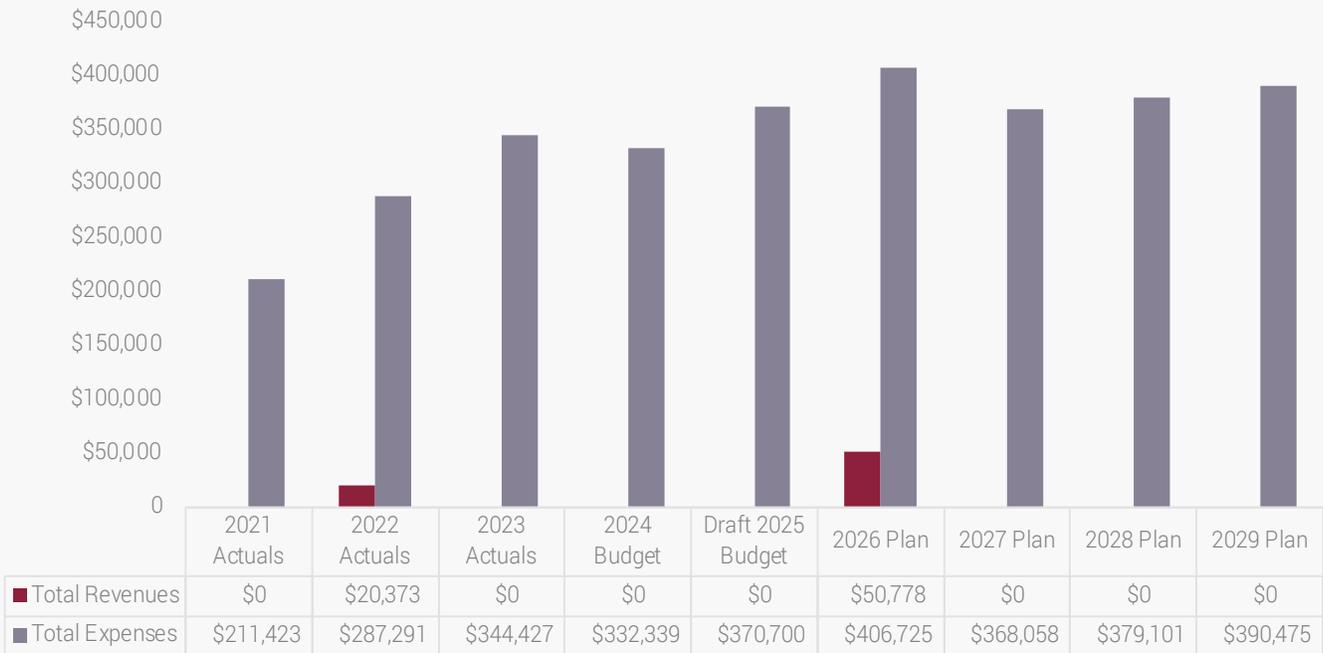
### 2025 Permissive Tax Exemptions (Estimated)

Organization	Municipal Taxes	Organization	Municipal Taxes
Avalanche Canada	14,949	Revelstoke Grizzlies Hockey Society - Arena Concession	1,287
BC Hydro/Selkirk Saddle Club	56,161	Revelstoke Heritage Railway Society	50,717
BC Interior Forestry Museum Society	36,600	Revelstoke Hospital Auxillary Society	13,151
Christian & Missionary Alliance	2,596	Revelstoke Rod & Gun Club	151
Christian City Church	5,762	Revelstoke Search and Rescue Society	5,549
City of Revelstoke (Community Housing Society)	5,536	Revelstoke Senior Citizens Housing Society	6,549
Community Connections (Revelstoke) Society	50,925	Revelstoke Snowmobile Club Society	12,096
City of Revelstoke (Leased Space)	24,852	Revelstoke Visual Arts Society	13,270
Gold RGE Ldge No. 26 Knights of Pythias	3,353	Revy Riders Dirtbike Club	4,790
Illecillewaet Greenbelt Society	22,847	Roman Catholic Bishop of Nelson	17,053
Provincial Rental Housing Corporation	5,371	Royal Canadian Legion	17,727
Revelstoke Community Energy Corporation	21,593	Scout Properties (BC/Yukon) Ltd	8,672
Revelstoke Community Housing Society	8,656	Seventh Day Adventist Church	3,142
Revelstoke Congregation of United Church	2,025	Tourism Revelstoke	3,700
Revelstoke Fellowship Baptist Church	9,684	Trustees of the Congregation of King's Cathedral	6,590
Revelstoke Flying Club	532	Trustees Revelstoke Jehovah's	5,958
Revelstoke Golf Club	18,149	Visitor Information Centre	11,784
<b>Total Estimated Permissive Tax Exempted By Council</b>			<b>\$471,776</b>

### Grants-in-Aid

Grant Recipient Categories	2022 Actual	2023 Actual	2024 Actual	2025 Budget
Museum	81,500	85,000	86,500	86,500
Streetfest	25,000	25,000	25,000	25,000
Performing Arts Centre	0	10,000	10,000	10,000
Golf Club	50,000	50,000	50,000	50,000
Grants-in-Aid	23,314	20,530	25,000	25,000
<b>TOTALS</b>	<b>\$178,314</b>	<b>\$187,030</b>	<b>\$195,000</b>	<b>\$196,500</b>

### Council 5-Year Financial Plan



### Explanations of Variances Between Historical Actuals & 2025 Budget

- Increase in Council remuneration in 2023 based on results of an external review
- Increased allocation for information technology software costs in 2023 based on review of costs applicable to each departmental area
- Additional election costs required in 2022 with additional revenue to offset those costs

### Highlights of 5-Year Plan

- Provision for annual increases in Council remuneration with the addition of extended benefits for elected officials
- Provision for election costs in 2026 with additional revenue to offset those costs
- General inflationary increases of 3% per year

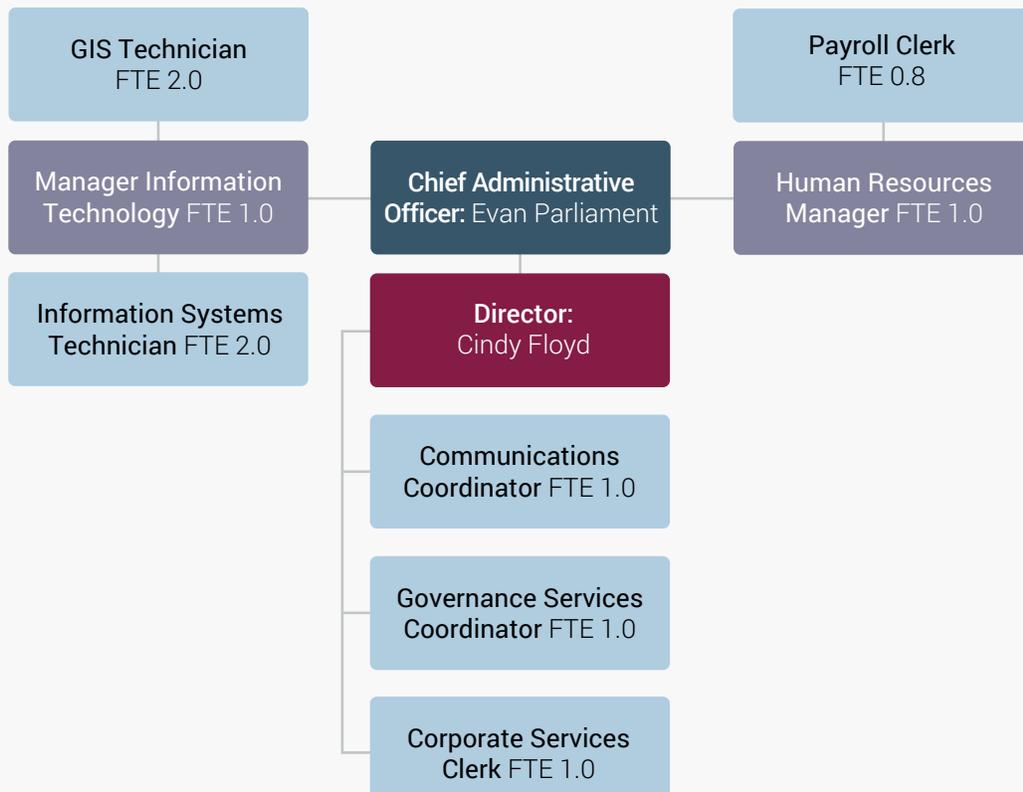
## CORPORATE SERVICES, HUMAN RESOURCE, AND INFORMATION TECHNOLOGY AND GIS

Corporate Services provides assistance to Council in its efforts to address community issues and provide good governance. The Department works with all City departments to provide information and assistance on matters such as bylaw requirements, Council and committee agendas, Council procedural requirements, and City communications. Staff also provide day-to-day support to the Mayor and Council on council matters, including public inquiries, and also co-ordinates follow-up of Council directives to ensure the necessary work is completed by staff in a timely manner.

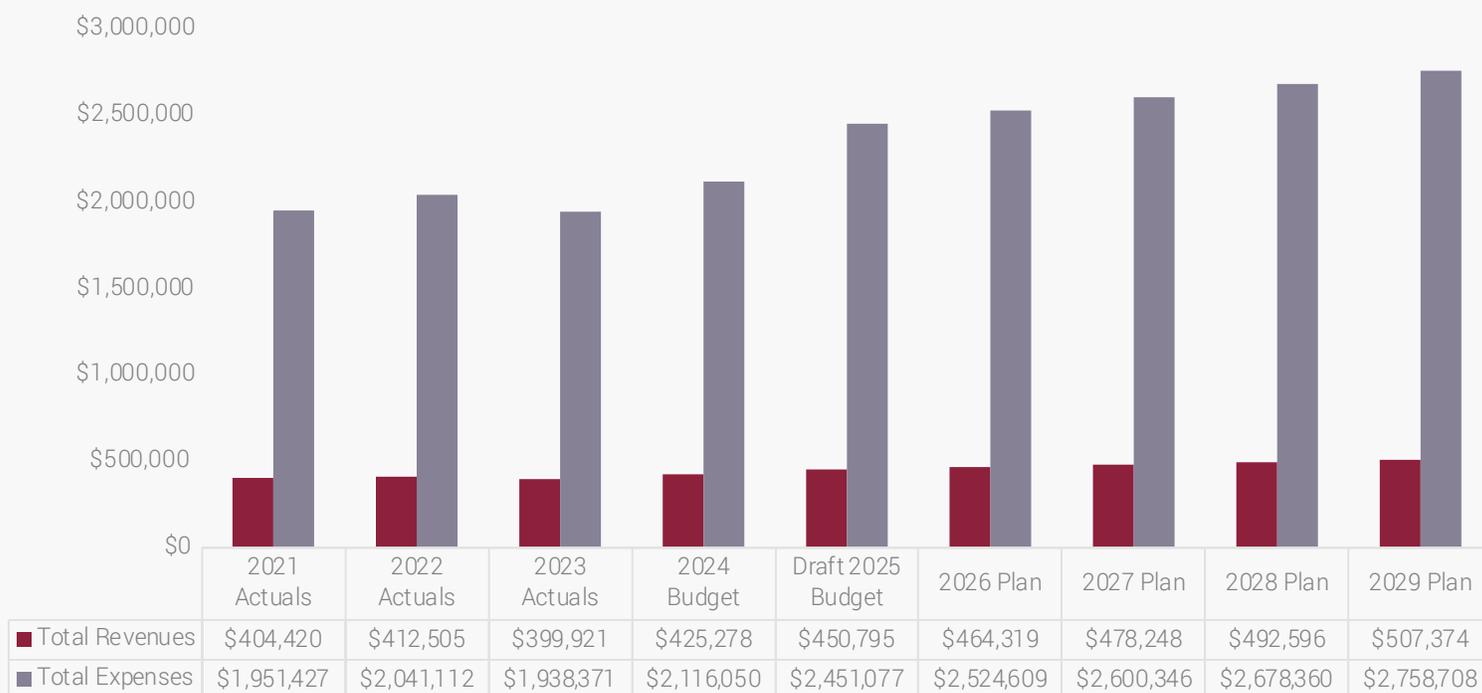
The Human Resources and Payroll department manages employee recruitment, retention, payroll processing, and benefits administration. It works to support a positive and productive workforce by addressing employee relations issues, ensuring compliance with employment regulations, and fostering employee development across all City departments.

IT provides and support technology and productivity tools in the City of Revelstoke. They are also responsible for Geographic Information Systems (GIS), that provide spatial mapping tools and information to the City.

**Department Structure:** 11.8 FTE for CAO, CS, HR, and IT



### Corporate Services, Human Resource, Information Technology and GIS 5-Year Financial Plan



### Explanations of Variances Between Historical Actuals & 2025 Budget

- Annual approved wage increases
- Increased allocation for information technology software costs based on review of costs applicable to each departmental area
- An increase in 2024 software costs that were reallocated from the Council departmental budget and the approval of TalkRevelstoke spending initiative
- Increased wages due to restructuring of the GIS staff to fall within the IT departments scope
- Increased wages due to new payroll and communications positions

### Highlights of 5-Year Plan

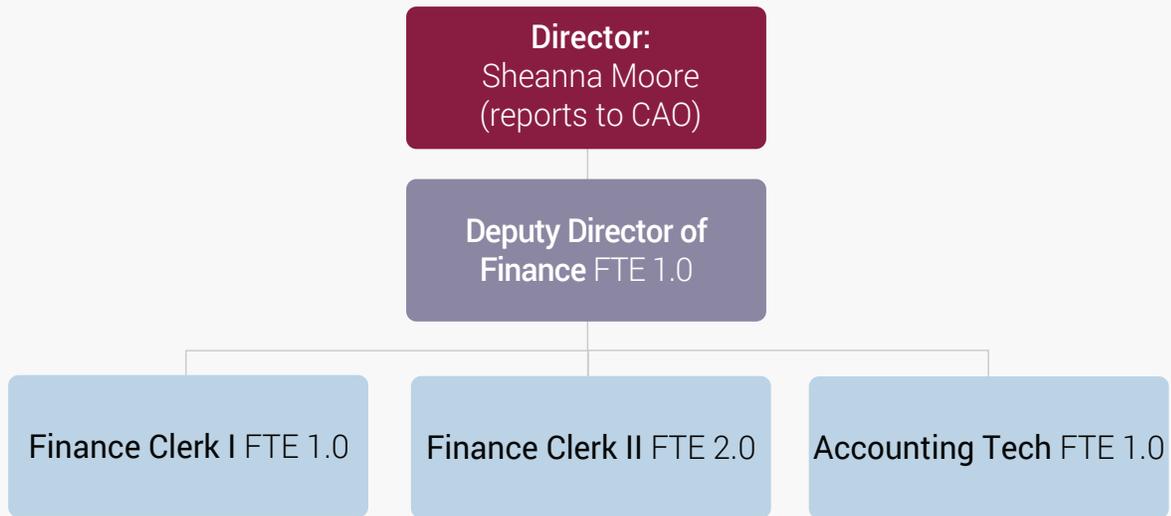
- General inflationary increases of 3% per year
- Provision for annual wage/benefit increases with a 4% increase in 2025 per the collective agreement

# FINANCE

The Finance Department is responsible for the City's overall financial administration, provides visionary stewardship over the City's financial resources, and supports other departments in the provision of quality services to the citizens and customers of Revelstoke.

Finance provides financial advice to, and produces various reports for, Council, City departments and the public. These reports include the annual financial statements and the long-term financial plan.

## Department Structure: 6.0 FTE Positions



**Finance 5-Year Financial Plan**



**Explanations of Variances Between Historical Actuals & 2025 Budget**

- Annual approved wage increases
- Increased allocation for information technology software costs based on review of costs applicable to each departmental area
- Deputy Director of Finance position was vacant in 2021 and 2022

**Highlights of 5-Year Plan**

- General inflationary increases of 3% per year
- Provision for annual wage/benefit increases with a 4% increase in 2025 per the collective agreement
- Increase in professional services for annual audited financial statements

## ENGINEERING & PUBLIC WORKS

### Engineering

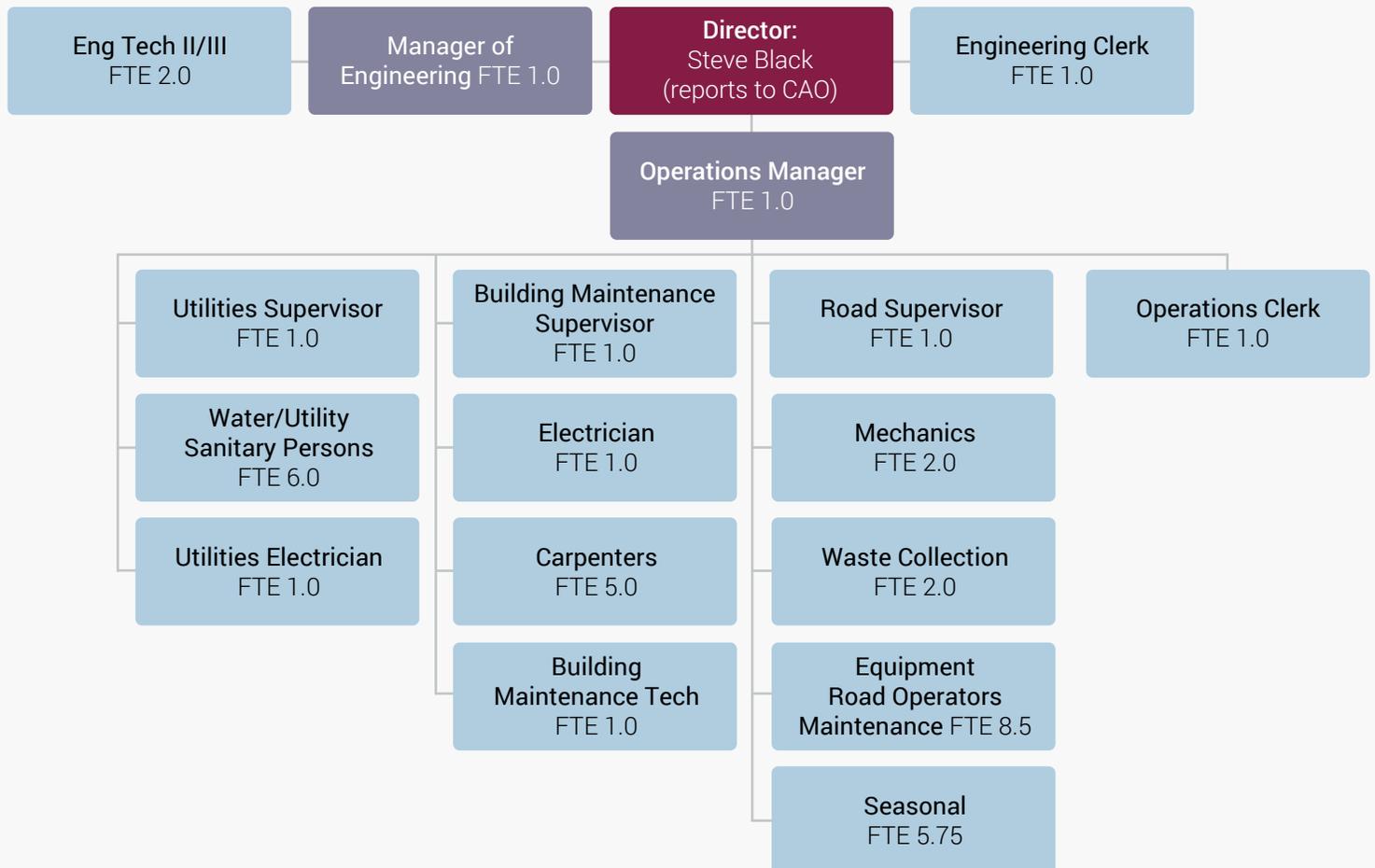
Engineering Services provides engineering technical support to all City departments. Services include: project management, geographic information systems, engineering design, development design review, contract management, asset management, and risk management.

Engineering is also involved in the development review and approval process, with a focus on water/sewer/storm water/road design and on improving the outcome for neighbourhoods through the development of land. Considerations include pedestrian access and safety, traffic control, parking, transit, flood management, slope stability, protection of watercourses, and the quality of infrastructure that the City or strata developments inherit.

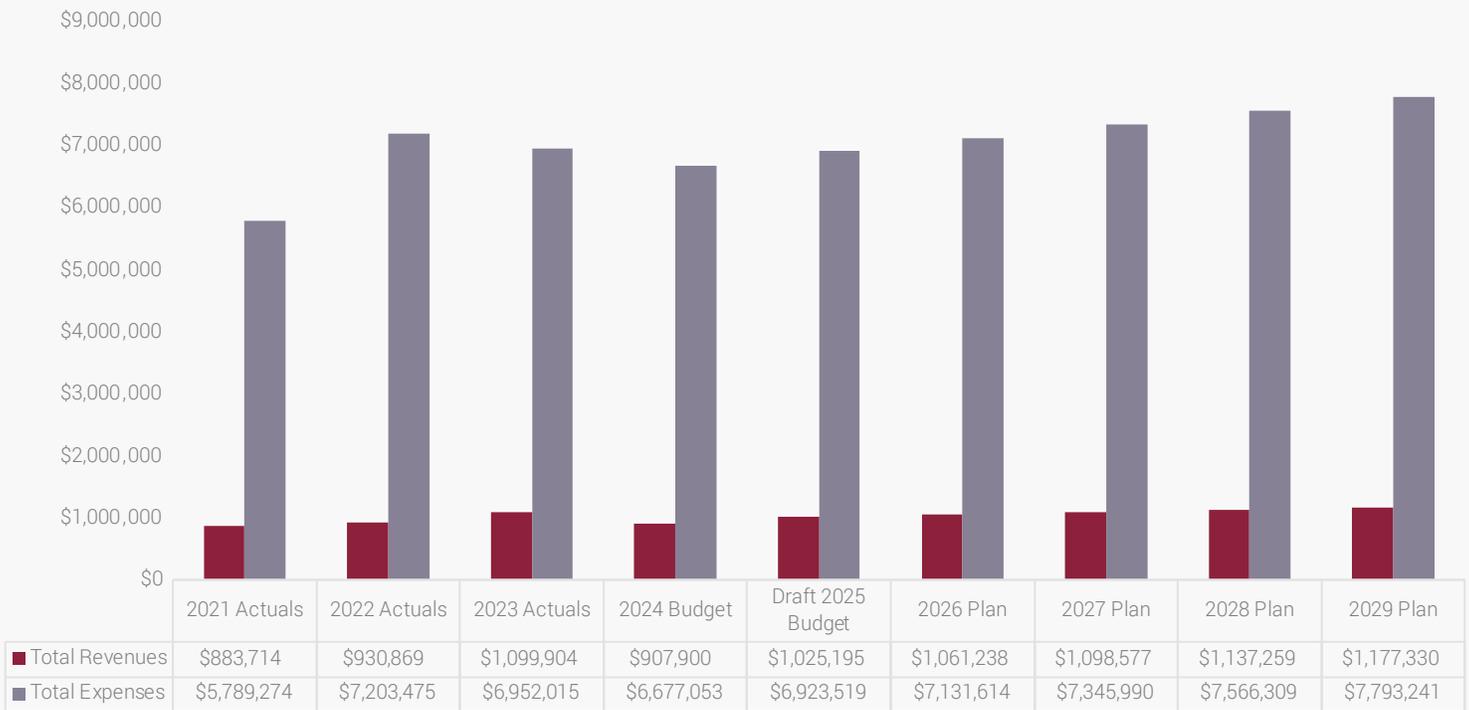
### Public Works Overview

Public Works maintains the City's infrastructure assets. Staff and contractors provide these services to the community within Council's operating budgets and levels of service. All levels of service and function meet provincial and federal regulatory requirements.

**Department Structure:** 36.5 FTE Positions & 5.75 Seasonal Positions



### Engineering & Public Works 5-Year Financial Plan



### Explanations of Variances Between Historical Actuals & 2025 Budget

- 40% increase in vehicle & equipment charges in 2022 and 2023 combined
- 2022 resulted in increased snow removal costs due to heavier snow falls than the historical average
- Annual approved wage increases
- Elimination of small capital budget from operations in 2023 – now budgeted in capital
- Increase in budgeted public works hours in 2023 based on a detailed review of positions and related hours

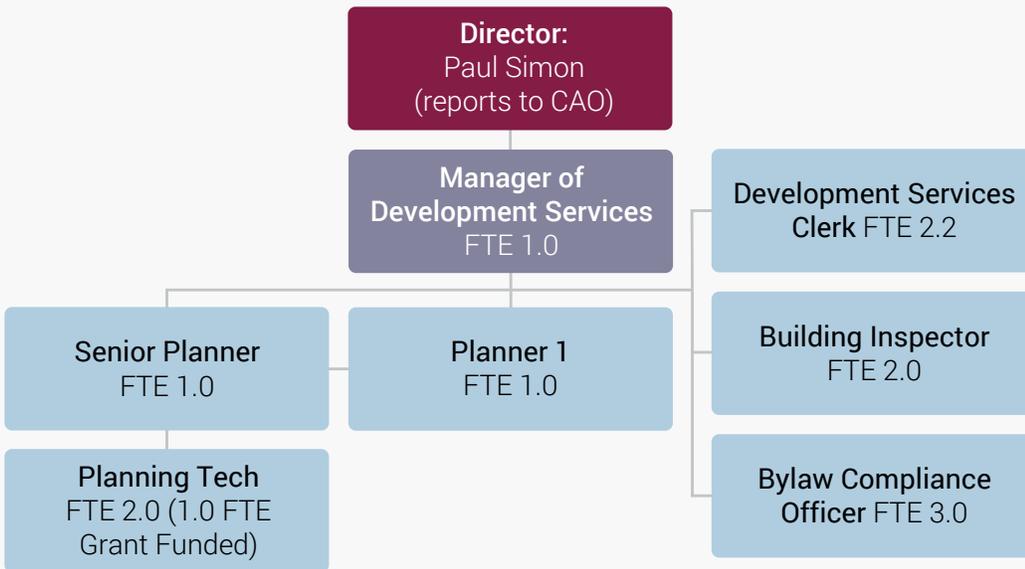
### Highlights of 5-Year Plan

- General inflationary increases of 3% per year
- Provision for annual wage/benefit increases with a 4% increase in 2025 per the collective agreement
- Annual increase in garbage rates of 10% per year

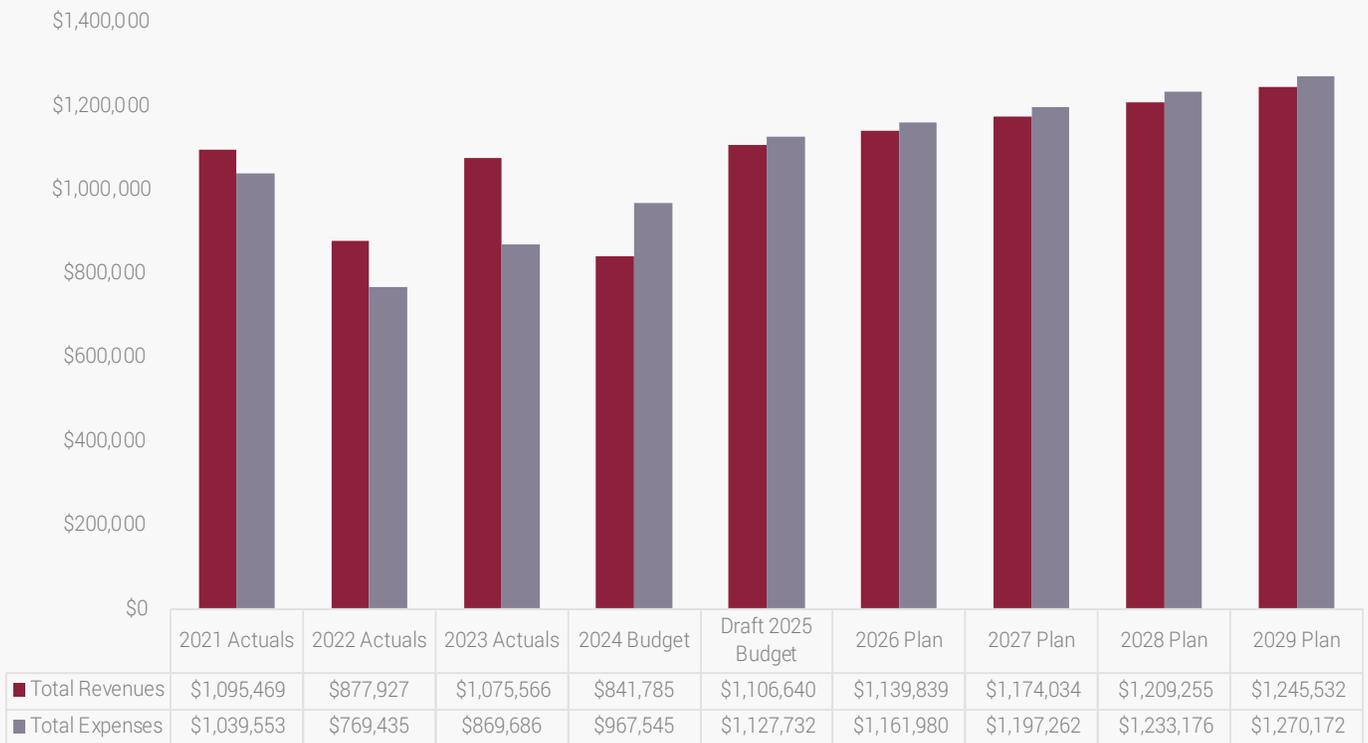
DEVELOPMENT SERVICES & BYLAW

Planning and Development Services as well as Bylaw Compliance Services operates under the umbrella of Development Services. The department provides regulatory oversight of all current and future land use activities within the City. This includes long-range policy planning, current planning, heritage enhancement and protection, business licensing, and building services.

**Department Structure:** 12.2 FTE Positions  
*(Not including grant position)*



### Planning & Development Services 5-Year Financial Plan



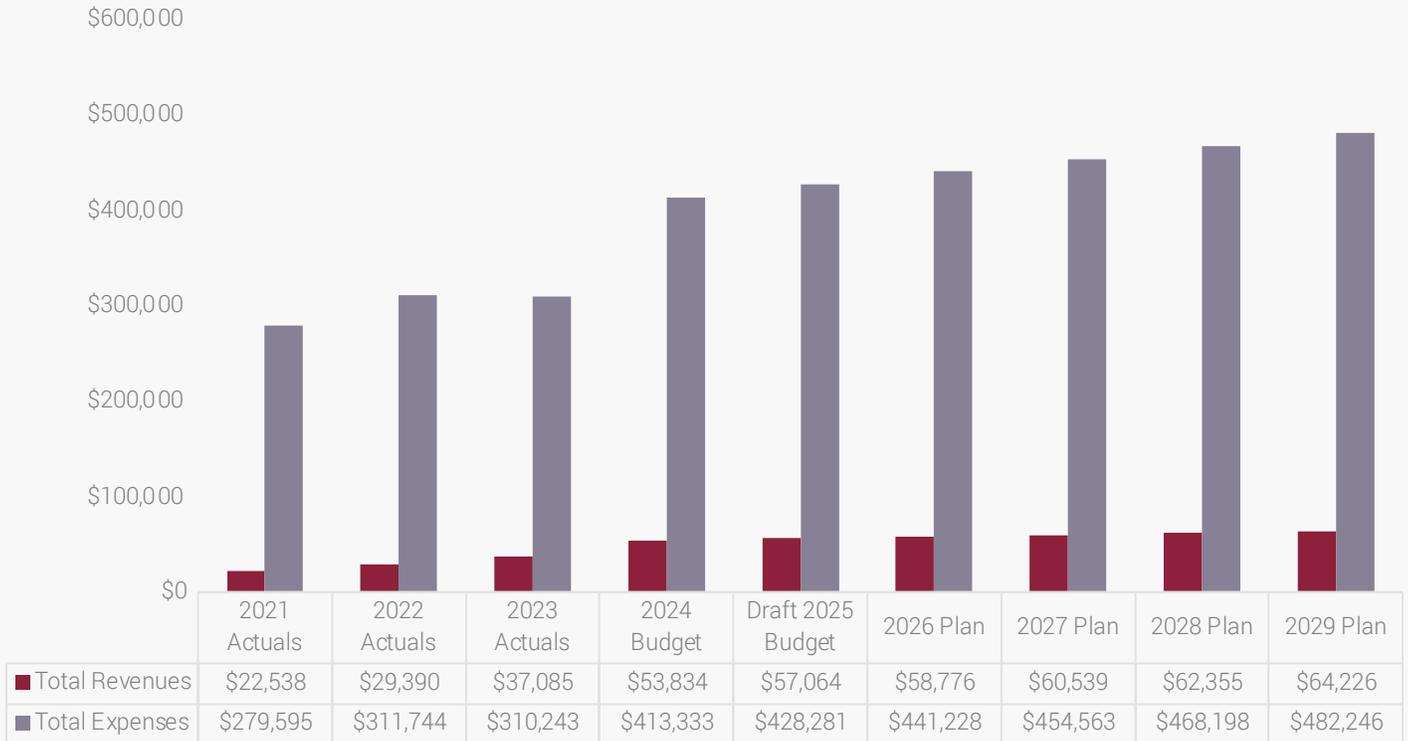
### Explanations of Variances Between Historical Actuals & 2025 Budget

- Annual approved wage increases
- In 2022 savings incurred from the elimination of the Director position as a result of restructuring. In 2024 the department was restructured to include a Director position, resulting in increased wage costs.
- Increase in license and permit revenue based on increased construction and general fees & charges increases
- Savings in 2022 and 2023 based on reduced legal costs resulting in a reduction of professional services budget
- In 2021 and 2022 a building official position remained vacant, and in 2024 an additional building official position was added to the budget funded through increased permit revenue due to high permit volumes
- A planning technician position was added to the budget in 2023

### Highlights of 5-Year Plan

- General inflationary increases of 3% per year
- Provision for annual wage/benefit increases with a 4% increase in 2025 per the collective agreement
- Increase in license and permit revenue based on 6% in 2025, and 3% per year thereafter subject to regular fees and charges bylaw updates

### Bylaw Compliance 5-Year Financial Plan



### Explanations of Variances Between Historical Actuals & 2025 Budget

- Annual approved wage increases
- 40% increase in vehicle & equipment charges in 2022 and 2023 combined
- In 2024 staff costs increased from 2.80 FTE to 3.50 FTE as a result of a new officer spending initiative and departmental restructuring
- Additional costs in 2022 as a result of specific tickets proceeding to court scenarios

### Highlights of 5-Year Plan

- General inflationary increases of 3% per year
- Provision for annual wage/benefit increases with a 4% increase in 2025 per the collective agreement
- Consistent ongoing fine & license revenue budgeted for

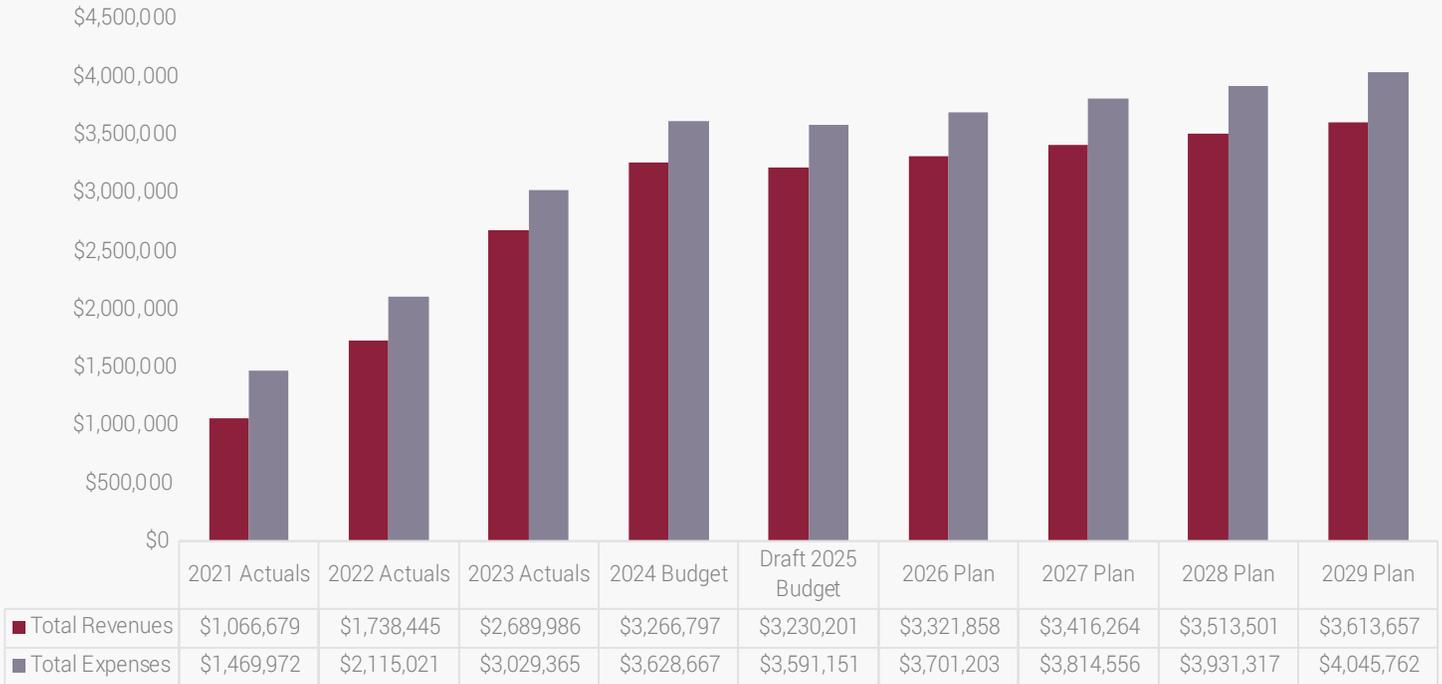
## COMMUNITY ECONOMIC DEVELOPMENT (CED)

The Community Economic Development (CED) department plays a crucial role in the City's economic and social sustainability. The main functions of the department include support for business development, retention, and expansion. In addition, CED provides support for the Chamber of Commerce and partners with Imagine Kootenay for business succession and regional economic development.

**Department Structure:** 3 FTE Positions + 2 Contractors



**Community Economic Development 5-Year Financial Plan**



**Explanations of Variances Between Historical Actuals & 2025 Budget**

- Annual approved wage increases
- In 2021 MRDT revenue was lower than expected due to the pandemic and travel restrictions
- In 2022 MRDT revenue began to recover back to pre-pandemic levels
- In 2023 MRDT revenue increased to 3% collection and expanded to Area B as of May 1
- Other flow through grants increased and are directed to specific programs (e.g Emergency Shelter)

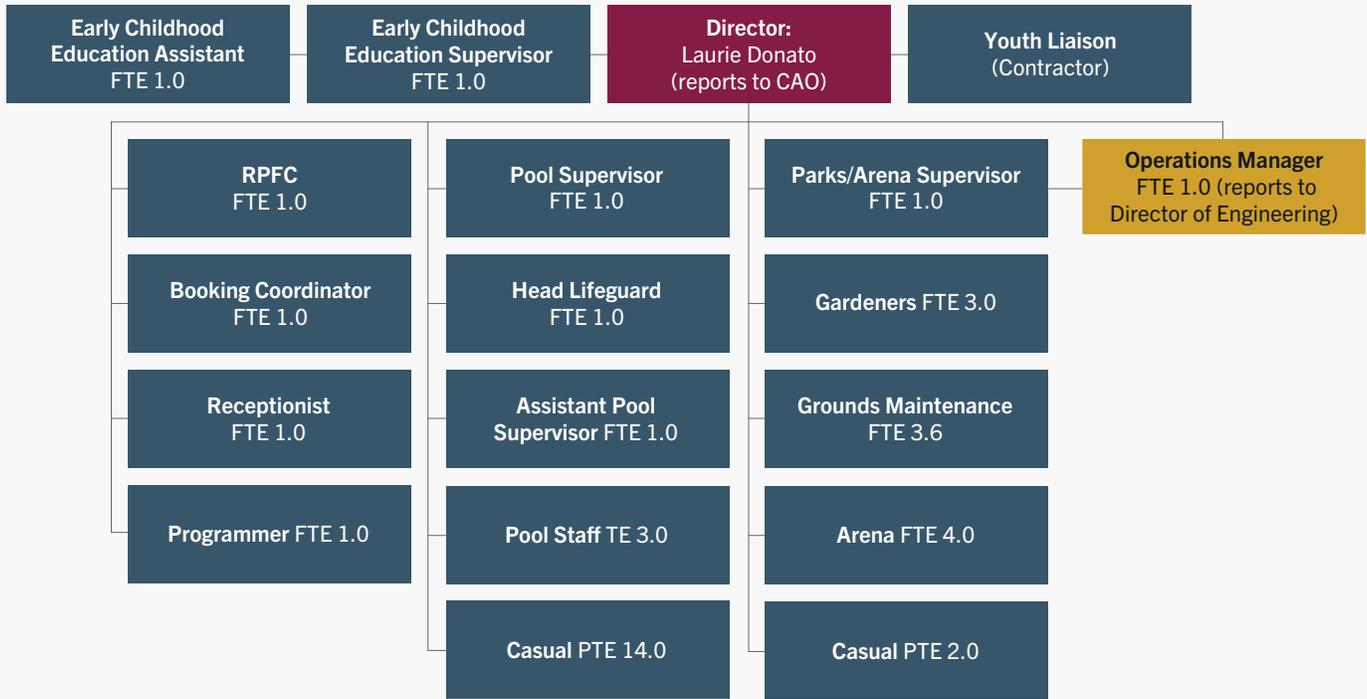
**Highlights of 5-Year Plan**

- General inflationary increases of 3% per year
- Provision for annual wage/benefit increases with a 4% increase in 2025 per the collective agreement
- Provision for the use of OAP funds for affordable housing initiatives

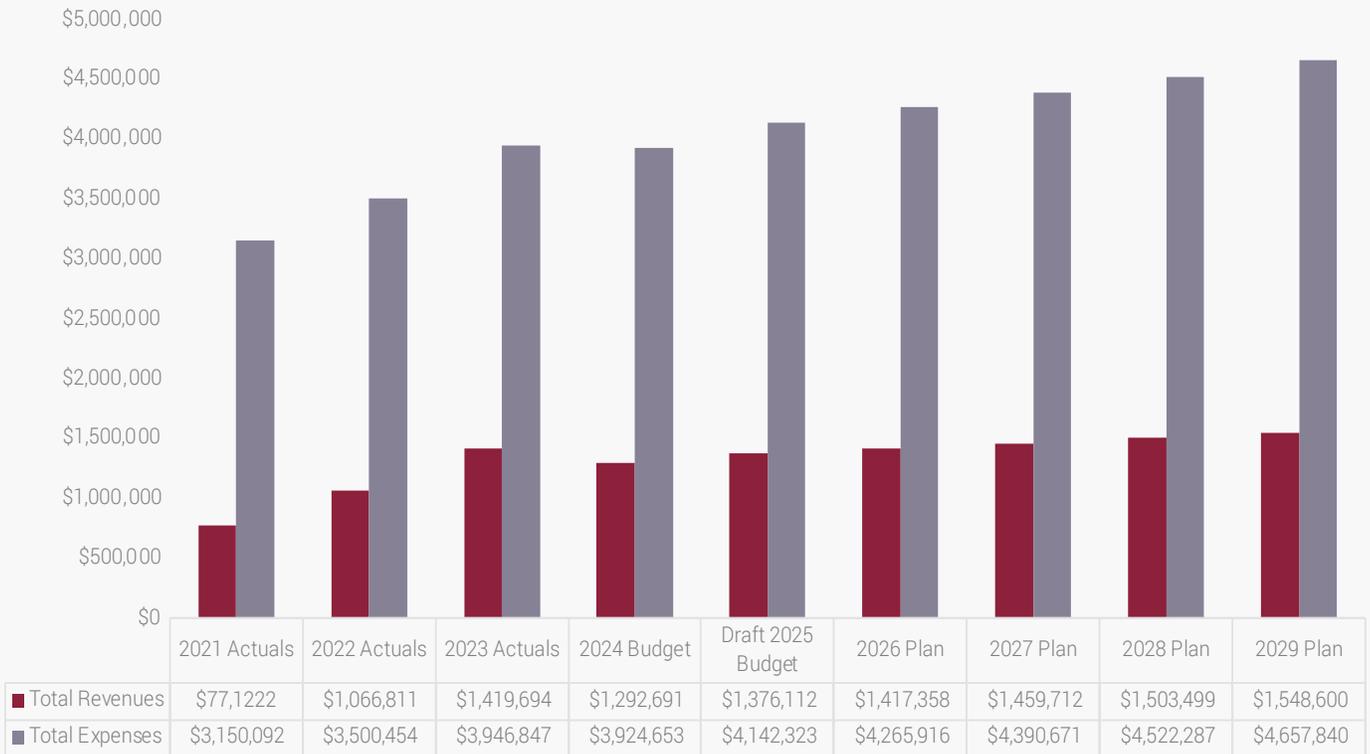
## PARKS, RECREATION & CULTURE

The Parks, Recreation & Culture Department provides overall direction and guidance for managing parks, recreational and cultural facilities, resources, and recreation and culture programs for the community. The department is supported by a variety of positions in all divisions in addition to the leadership and administrative support team. Divisions include: Aquatic Centre, Arena, Community Centre, Parks and Playgrounds, Preschool, and Culture. The Department provides cultural services mainly through agreements with partner community organizations, including the Revelstoke Arts Council, the Revelstoke Museum & Archives Society which operates the Revelstoke Museum, and the B.C. Interior Forest Museum Society which operates the Forestry Museum.

**Department Structure:** 23.10 FTE Positions + 16 Casuals and 1 Contractor - Not including Operations Manager



### Parks, Recreation & Culture 5-Year Financial Plan



### Explanations of Variances Between Historical Actuals & 2025 Budget

- Annual approved wage increases
- 40% increase in vehicle & equipment charges in 2022 and 2023 combined
- Elimination of small capital budget from operations in 2023 – now budgeted in capital
- 2021 and 2022 resulted in lower revenues and costs due to pandemic restrictions and reduced service levels

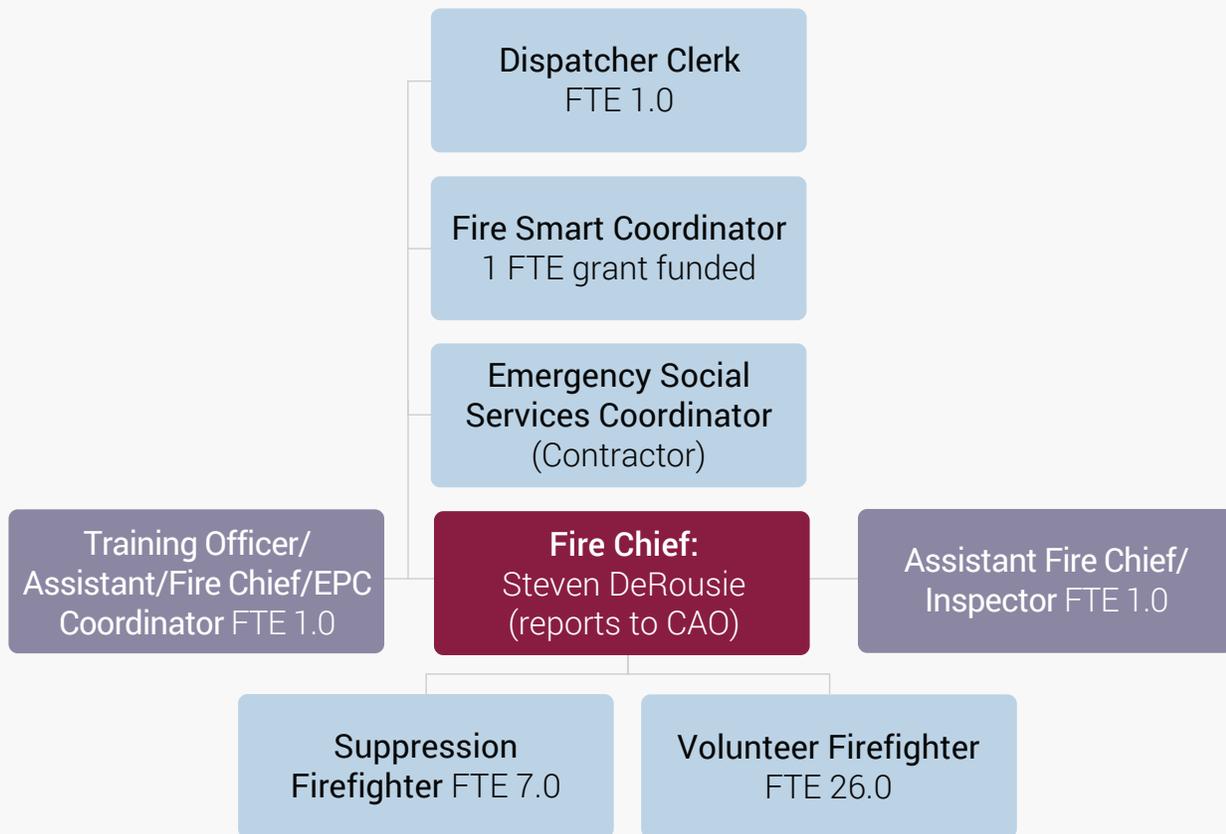
### Highlights of 5-Year Plan

- General inflationary increases of 3% per year
- Provision for annual wage/benefit increases with a 4% increase in 2025 per the collective agreement
- 2024 and thereafter revenue and costs are budgeted for based on transitioning to pre-pandemic service levels
- Increase in user fee revenue based on 6% in 2025, and 3% per year thereafter subject to regular fees and charges bylaw updates

## FIRE RESCUE SERVICES (FRS)

Fire Rescue Services (FRS) is a Full-Service Operations Level Fire Department, delivered through a Composite Department model (both Career and Volunteer Firefighters) The goal of the FRS is to provide fire protection and rescue services through a range of programs designed to protect the lives and property of residents and visitors. Areas of service include the City of Revelstoke, the contracted fire protection area of CSRD Area B, and road rescue services for both the Trans Canada Highway 1 and Highway 23.

**Department Structure:** 11 FTE Positions + 1 FTE Grant Position + 26 Volunteer Firefighters + 1 Contractor



**Fire Rescue Services 5-Year Financial Plan**



**Explanations of Variances Between Historical Actuals & 2025 Budget**

- 40% increase in vehicle & equipment charges in 2022 and 2023 combined
- Annual approved wage increases
- Elimination of small capital budget from operations in 2023 – now budgeted in capital
- 2023 increased wages due to one position being added to the department via a taxation increase. A second position was added in 2023 to the department through a reduction in other budget line items

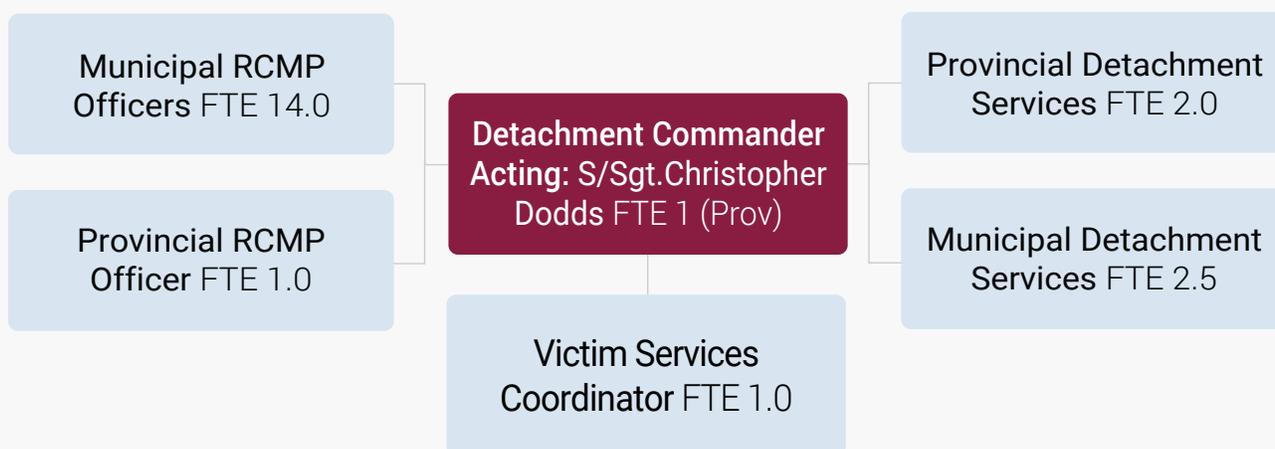
**Highlights of 5-Year Plan**

- General inflationary increases of 3% per year
- Provision for annual wage/benefit increases
- The cost to replace the existing fire fleet has increased and requires a substantial increase to the internal equipment charges. In 2024 there is a \$110,000 increase per annum, and in 2025 there is a \$65,000 increase per annum
- Provision for increase in fire rescue/inspection revenue to help offset increased costs

## ROYAL CANADIAN MOUNTED POLICE (RCMP)

The RCMP is proud to be responsible for policing services to the City of Revelstoke and surrounding area. We provide service in a number of core areas: emergency planning and response, proactive patrols, crime prevention initiatives and investigation responsibilities covering federal, provincial and municipal laws. The RCMP is responsible for providing the initial response for many federal and Provincial agencies. The Detachment is involved in working with community organizations, internal and external partners, as well as international clientele.

**Department Structure:** 21.5 FTE Positions (4 provincially funded positions)



### RCMP 5-Year Financial Plan



### Explanations of Variances Between Historical Actuals & 2024 Budget

- Annual approved wage increases.
- Elimination of small capital budget from operations in 2023 – now budgeted in capital.
- Historical vacancy rates for positions ranged from 2-3.5 FTE. The current authorized strength is 14 FTE.
- In 2022 RCMP’s collective bargaining reached a decision and retroactive pay was administered. The City over estimated how much retroactive pay was required, causing a decrease in expenses when the accrual was reversed.

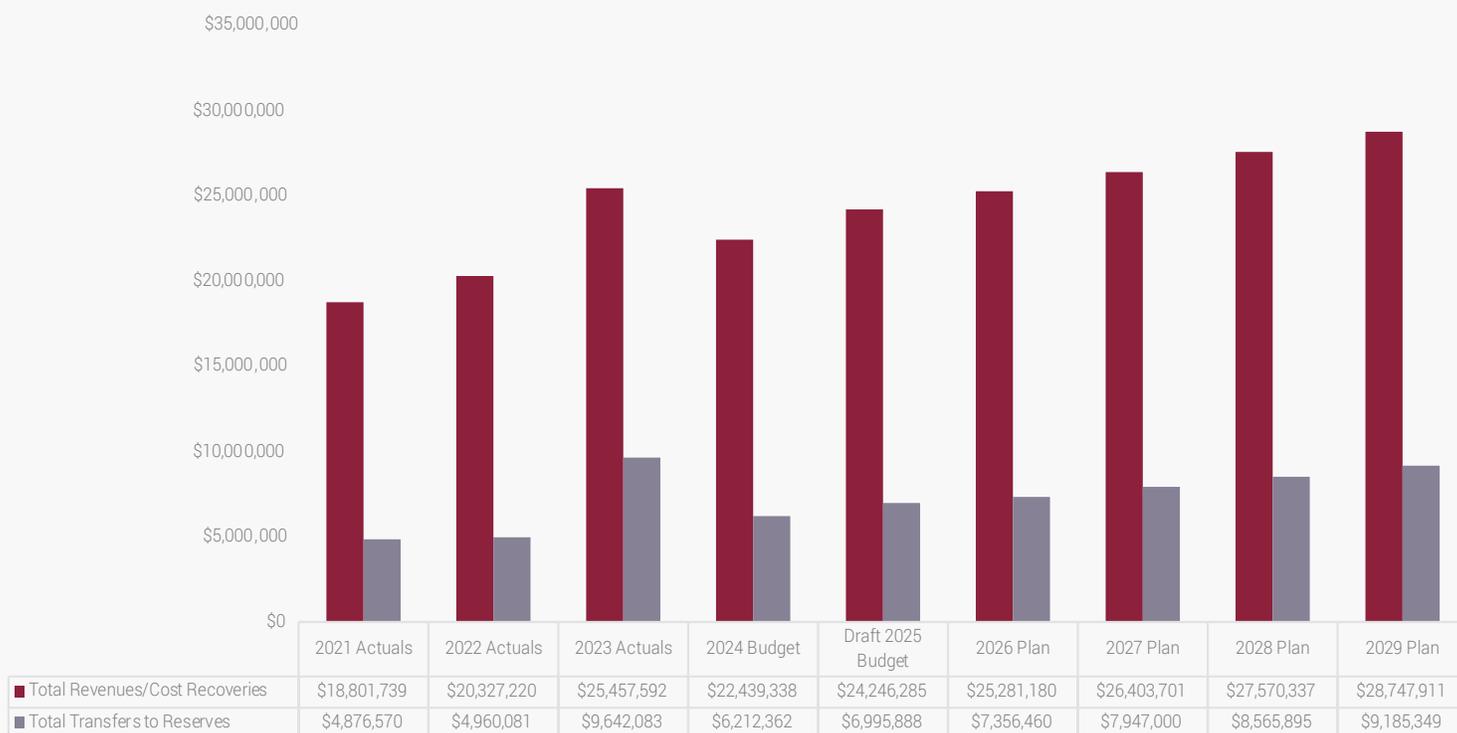
### Highlights of 5-Year Plan

- The average vacancy rate for positions was reduced to 2-2.50 FTE, resulting in an increase in annual costs
- General inflationary increases equivalent to estimates provided from the RCMP.
- Incremental increase for cost recovery of RCMP building costs.

# FISCAL SERVICES

The City's Fiscal Services area contains revenues and expenses which are not directly attributable to one of the City's other operating departments. Fiscal Services revenue consists of property taxation, franchise fees, general grants, interest earnings and administrative/departmental cost recoveries while fiscal expenses are for interest charges, debt payments (both principal and interest) and transfers to reserves. The Finance Department oversees the Fiscal Services area and is responsible for the various accounts which comprise this function.

## Fiscal Services 5-Year Financial Plan



## Explanations of Variances Between Historical Actuals & 2024 Budget

- Annual approved wage increases
- Provision for historical increases in property taxes and non-market change (new construction revenue)
- In 2023 the City received \$3.3 million from the Province from the Growing Community Fund. Total revenue and transfers to reserves were increased by that amount.

## Highlights of 5-Year Plan

- Provision for the transfers to reserves to increase by approximately 5% each year to build reserves and reduce the reliance on external debt
- Provision for ongoing 3% per annum increase in property taxes

## LONG-TERM CAPITAL PLAN

Summaries of the City's 15-year General, Water, Big Eddy Water and Sewer capital and major project plans are shown on the following charts. The major projects to be completed or constructed over the next 5 years are also highlighted.

The recently completed infrastructure master plans have been incorporated into capital plans including DCC funded projects. Capital projects that are planned for past 15 years or require more information are not included in the budget and are noted on the Unfunded List.

It should also be noted that the capital projects in later years are not based on detailed estimates like those in the first few years, and that as capital projects become more current (in subsequent versions of the long-term plan), updated cost estimates are obtained.

The City's 15-year capital plans are compiled to minimize external borrowing and, instead, place an emphasis on internal reserve funding for capital projects. This approach is outlined in the [Debt Management & Financing/Funding Policy](#).

### Development Cost Charges (DCCs) & Growth

DCC's are the legislated means by which local governments can recover a portion of capital costs incurred resulting from growth and/or development. For example, because of development, additional burden is placed on the City's road, sewer, and water systems, which in turn need to be expanded to accommodate new growth.

The City's DCC bylaw (last update: 2008) currently provides for the collection of DCCs for specific roads, water, and sewer capital projects.

In terms of financing growth, there are times when DCC projects need to proceed prior to collecting sufficient DCCs to fund them, as the growth-related infrastructure needs to be pre-built in order to accommodate development or growth that will eventually pay for the infrastructure.

Financing DCC projects up front, through External or Internal Debt, prior to collecting sufficient DCCs, presents a challenge for local governments, as there is no guarantee that sufficient DCCs will be collected to pay for the associated ongoing debt servicing costs. The pros and cons of External and Internal Debt, which are discussed below, are carefully considered when addressing this challenge.

The following guideline around pre-financing DCC projects is contained within the [Debt Management & Financing/Funding Policy](#).

**“The City will examine all ways of avoiding External Debt for growth or DCC projects as flexibility is needed in terms of repayment, e.g., repayment needs to occur as DCCs are collected. The City will instead look to Internal Debt and developer upfront financing to fund DCC projects that must proceed prior to collecting sufficient DCC project funds. If Internal Debt is used to fund DCC projects, a conservative and realistic payback plan will be put in place to ensure that the Internal Debt can be repaid within a reasonable time period.”**

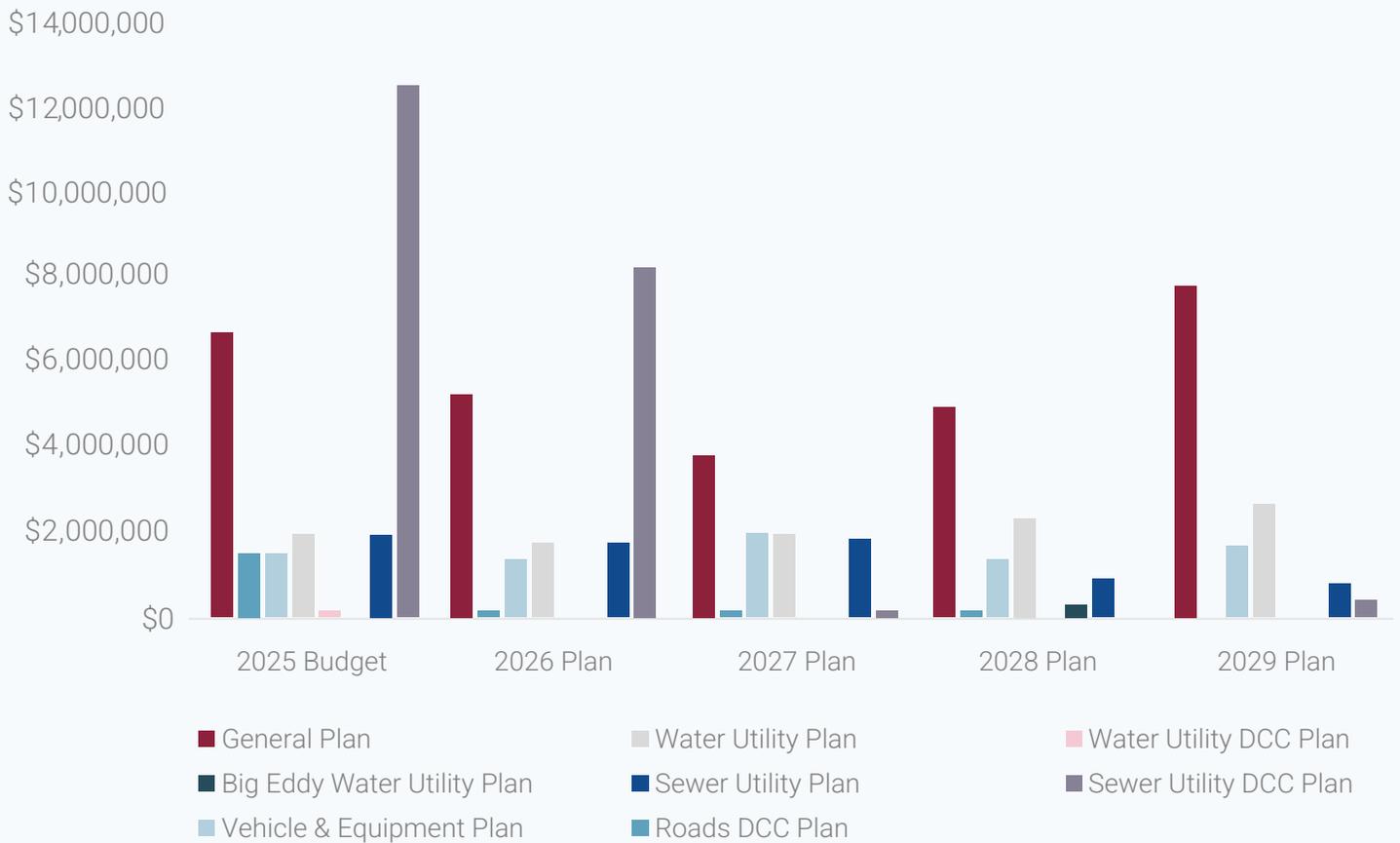
In 2024 the City initiated an update to the City's DCC bylaw to reflect current projects and related costs. Several key DCC projects have been added to the long-term 15-year DCC plans at a 1% assist factor. The estimated completion date is spring 2025.

GENERAL CAPITAL & MAJOR PROJECT PLAN

The following graph summarizes the City's 15-year General Capital & Major Project Plan. This plan does not include projects that are listed in the provided "Capital/Major Projects Spending Package Summary with Ratings" chart which have come forward as Spending Packages as well as the project listed in the "Unfunded Capital Project List" chart. Specific projects on the Spending Package list are recommended for inclusion in the budget to take advantage of External Funding and/or because of their critical nature. All of these projects have been ranked using a project rating matrix. It is recommended that further capital and major capital spending not be undertaken beyond those recommended in the Spending Package list until the details around the Major Projects that Require Further Information are available, including the arena project.

The City's long-term general capital plan totals approximately \$81 million over the next 15 years. The table shows some of the major general capital projects planned for over the next 5 years. The General Capital & Major Project Plan focuses on the renewal and upkeep of existing infrastructure. This includes full funding for the long-term road rehabilitation/ pavement management plan.

**Planned Capital & Major Project Spending**



## Key General Capital &amp; Major Projects Planned Over the Next 5 Years

Description	Total Capital Costs	2025	2026	2027	2028	2029	2030 or later
Social Impact Assessment	\$100,000	\$100,000					
Parking Strategy	\$65,000	\$65,000					
Climate Action Plan	\$80,000				\$80,000		
Official Community Plan (OCP) Environmental mapping and downtown plan	\$115,000		\$115,000				
Housing Needs Assessment Update	\$80,000	\$20,000				\$60,000	
Pavement Management Program	\$28,906,742	\$1,526,175	\$1,602,484	\$1,650,559	\$1,700,076	\$1,751,078	\$20,676,370
Pavement patching & repairs	\$10,977,551	\$508,725	\$534,161	\$560,869	\$588,912	\$618,358	\$8,166,526
4th Street Calming (DCC)	\$1,500,000	\$1,500,000					
Multi-Use Paths (MUPs)	\$4,500,000		\$900,000			\$900,000	\$2,700,000
Stormwater - Pearson Rd (Carry forward)	\$1,000,000	\$1,000,000					
Courthouse - High slope roof coverings (Dome)	\$900,000					\$900,000	
PW Yard - Covered Storage	\$550,000	\$50,000	\$500,000				
Arena - HVAC & electrical upgrades	\$370,000				\$370,000		
Comm Centre - Front parking lot paving	\$325,000					\$325,000	
Comm Centre - Retractable partitions (MP rooms & senior centre)	\$310,000	\$50,000			\$200,000	\$60,000	
Aquatic Centre - Repaint metal trusses	\$400,000			\$400,000			
Blower addition - 10 year replacement cycle. Related to school safety and 4th street calming projects.	\$400,000				\$200,000		\$200,000
Pump Track	\$1,000,000	\$1,000,000					
Centennial Park - Track upgrades	\$180,000		\$180,000				

## Unfunded Capital Project List

Description of Project	Preliminary Dollar Value	Comments
Arena Re-development - Construction Costs	To be determined	The construction cost to replace the facility depends on the type of facility chosen.
Arena Re-development - Soft Costs	To be determined	Soft costs range for 8-10% of total construction value. The estimated cost depends on the type of facility is chosen.
Boiler system for Aquatic & Community Centre	\$675,000 - \$1,450,000	To provide backup heat to the aquatic and community center when RCEC is not operating. There currently is not a backup system for the facility and the pool is required to close when RCEC is not operating. Staff to perform research on other options and potential grant funding.
Project from Transportation Master Plan (TMP)	\$27,000,000	Replacement of 4th St bridge. Dependant on DCC Bylaw update and external grants.
Project from Transportation Master Plan (TMP)	\$2,775,000	4th St bridge rehabilitation/extend sidewalk.
Waste Water Treatment Plant Phase 2 and 3	To be determined	The City will need to complete the full three phase upgrades of the Waste Water Treatment Plant. New estimates for construction costs are currently being obtained.
Revelstoke Community Energy Corporation (RCEC)	To be determined	RCEC relies on fibre from the forestry industry. Given the current uncertainties of the forestry industry, a long term sustainability of the utility and what our options are will need to be explored.
South Revelstoke Fire Station	To be determined	RMR to dedicate land, master planning is currently underway, which will provide staff and Council direction.

It is recommended that further capital and major capital spending not be undertaken beyond those recommended in the Spending Package list until the details around the major projects listed here are available, including the arena project.

## Capital Project Rating Summary

Department	Project	Total Project Amount	Annual Operating Impact	Score out of 42	Proposed Funding Services
Information Technology & GIS	RCMP Interview System	55,000	-	26	General Capital Reserve
Development Services & Bylaw	Permit, License, and Enforcement Software	20,500	22,000	24	Financial Stabilization Reserve
Development Services & Bylaw	Short Term Rental Review	70,000	-	23	Financial Stabilization Reserve
Recreation, Parks & Culture	Comm Centre - Lobby Furnishings	50,000	-	23	General Capital Reserve
Corporate Services	Website Upgrades	30,000	12,557	22	Financial Stabilization Reserve
Information Technology & GIS	RCMP Cell Block Cameras	30,000	-	22	General Capital Reserve
Engineering & Public Works	Westside Road Barriers	50,000	-	21	General Capital Reserve
Development Services & Bylaw	Heritage Management Plan Implementation	245,000	-	19	Financial Stabilization Reserve
Recreation, Parks & Culture	Columbia View Park - Bathroom Upgrades	20,000	-	19	General Capital Reserve
Information Technology & GIS	Payroll Time & Attendance Software Implementation	45,000	-	17	Financial Stabilization Reserve
Information Technology & GIS	Washroom Vandalism Cameras	20,000	-	16	General Capital Reserve
Engineering & Public Works	Irrigation Track Field	75,000	-	16	General Capital Reserve
Recreation, Parks & Culture	Climbing Wall & Diving Board	50,000	-	16	General Capital Reserve
Recreation, Parks & Culture	Comm Centre - MP1 Storage Upgrades	20,000	-	15	General Capital Reserve
		<b>\$780,500</b>	<b>-</b>		

## WATER UTILITY CAPITAL PLAN

The City's 15-year water capital plan is summarized below. Water rates are planned to increase by 5% annually. The Water Utility Capital Reserve provides funding for water capital infrastructure projects. It is built up via reserve transfers funded by water user fees. In other words, water user fees need to cover the costs of both operations and capital to avoid external borrowing for water capital projects.

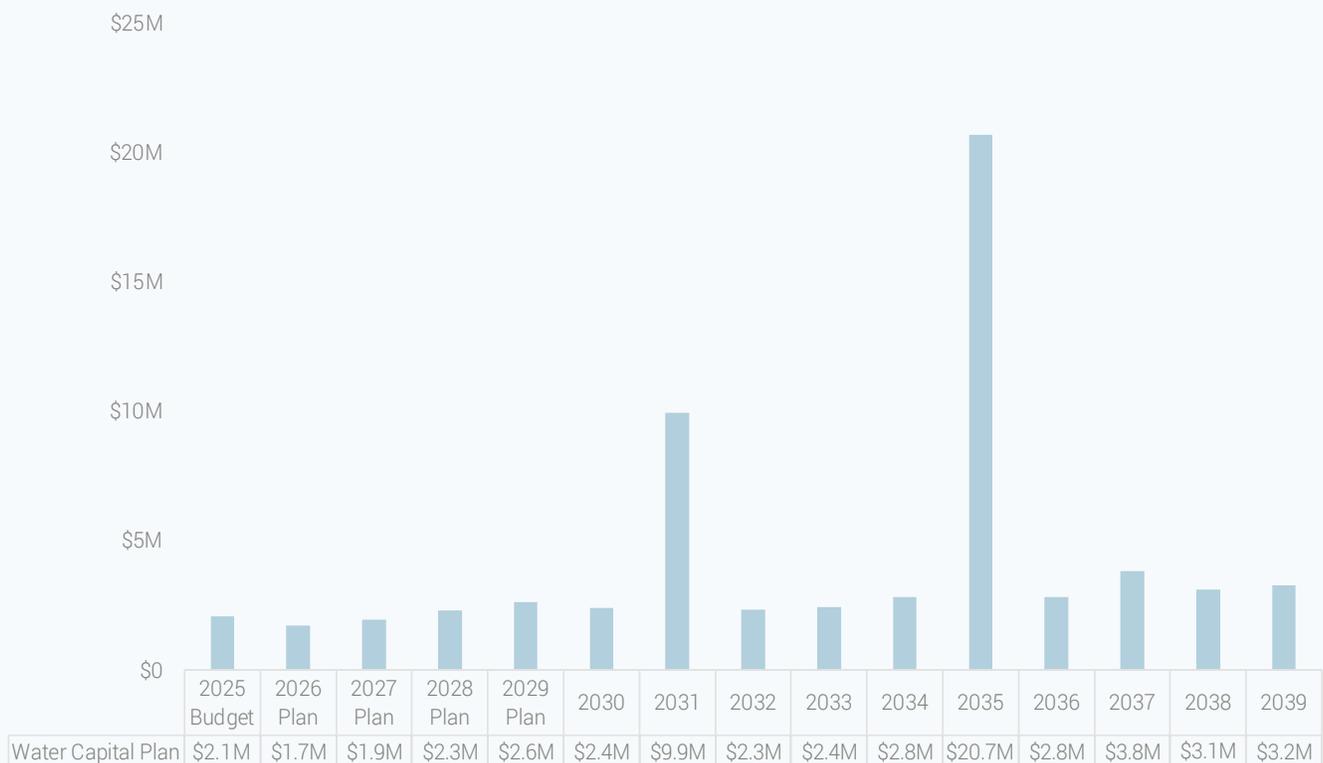
The City's water utility capital spending program totals approximately \$64 million over the next 15 years (see graph below). Also listed below, are the major capital projects planned over the next 15 years. The water capital plan focuses on the renewal of existing water infrastructure to ensure the long-term integrity of the system.

### Key Water Utility Capital Projects Planned Over the Next 5 Years

	Total Capital Costs	2025	2026	2027	2028	2029	2030 and later
Distribution rehabilitation & replacement	\$35,685,564	\$1,653,750	\$1,736,438	\$1,823,260	\$1,914,423	\$2,010,144	\$26,547,549
Greely - Filter replacement	\$800,000				\$400,000	\$400,000	
Golf course well filtration development (DCC)	\$17,892,494						\$17,892,494
Golf course well development (DCC)	\$7,675,500						\$7,675,500

\* Project budget to extend beyond 2029 to satisfy Total Capital Cost

### 15-Year Water Utility Capital Plan



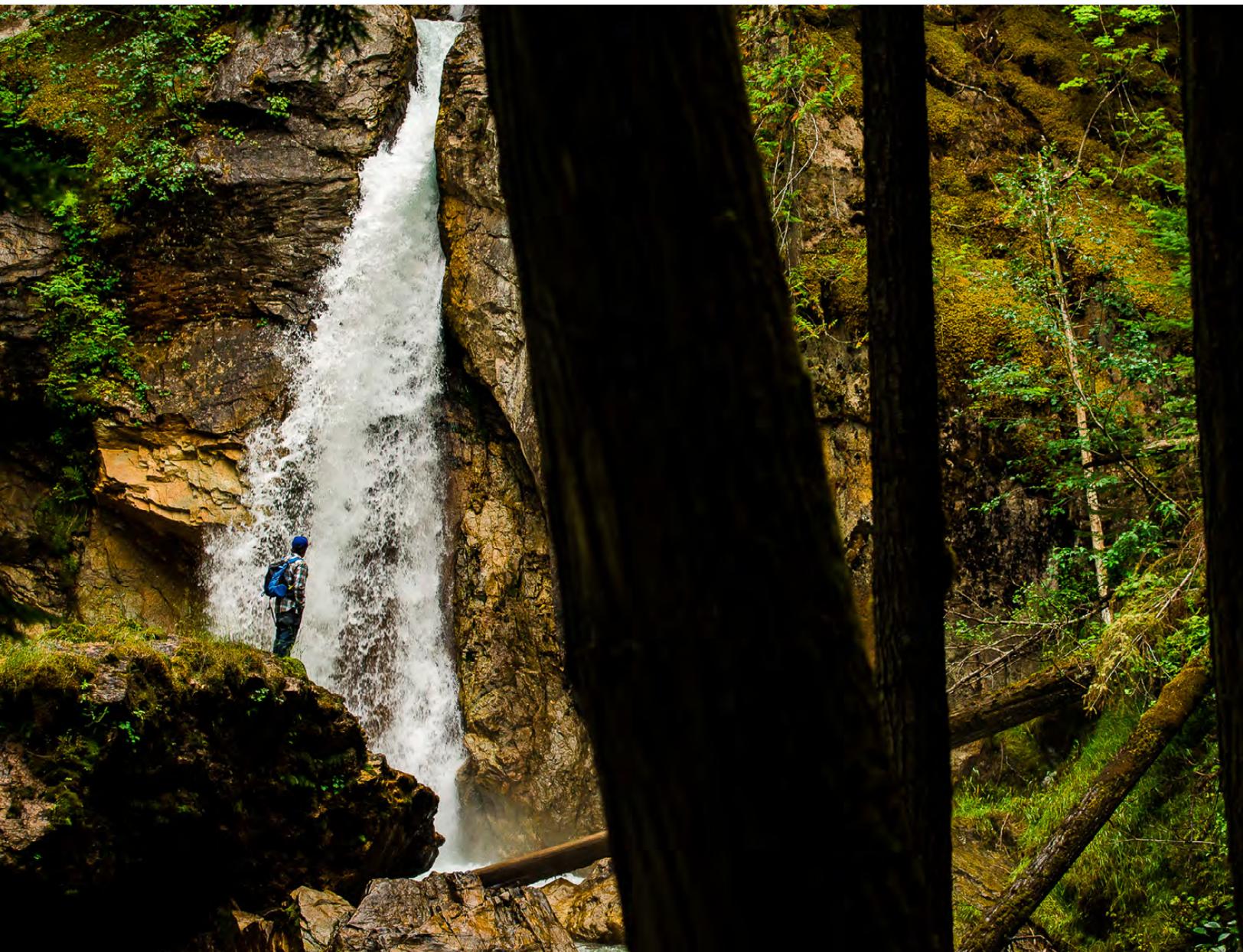
## BIG EDDY WATER UTILITY CAPITAL PLAN

The only project planned for in the Big Eddy Water 15-year capital plan is the \$600,000 pipe replacement project shown in the table below. Big Eddy water rates are planned to increase 5% annually to pay for operating costs and piping infrastructure projects. to pay for operating costs and the piping infrastructure project.

### Key Water Utility Capital Projects Planned Over the Next 5 Years

	Total Capital Costs	2025	2026	2027	2028	2029	2030 and later
Replace and upgrade 700m of pipe from wells to reservoir (DCC eligible)	\$600,000				\$300,000		\$300,000

\* Project budget to extend beyond 2029 to satisfy Total Capital Cost



## SEWER UTILITY CAPITAL PLAN

The City's 15-year sewer capital plan is summarized below. Sewer rates are planned to increase by 5% annually. The Sewer Utility Capital Reserve provides funding for sewer related capital projects and it is built up via reserve transfers funded by sewer user fees. In other words, sewer user fees need to cover the cost of both operations and capital to avoid external borrowing for sewer capital projects.

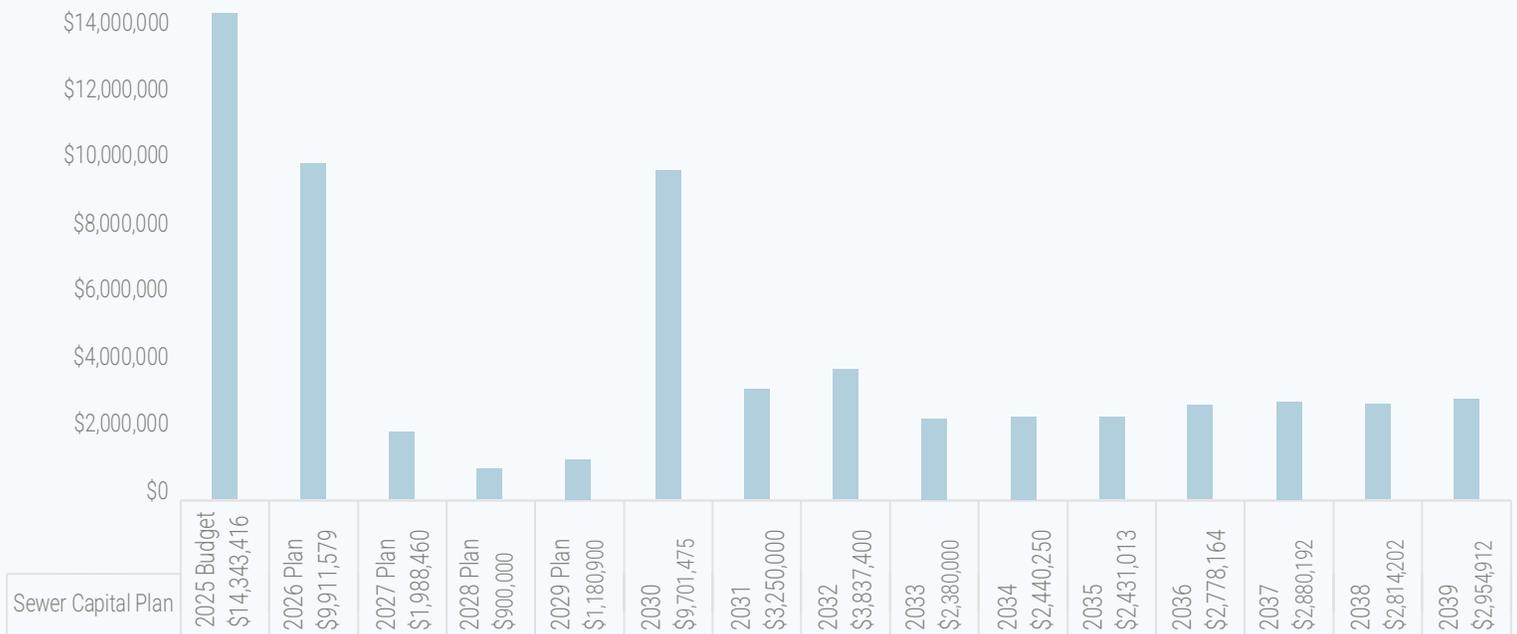
The City's sewer utility capital spending program totals approximately \$61 million over the next 15 years (see graph below). Also listed below, are the major capital projects planned over the next 15 years. The sewer capital plan focuses on the renewal of existing sewer infrastructure to ensure the long-term integrity of the system.

### Key Sewer Utility Capital Projects Planned Over the Next 5 Years

	Total Capital Costs	2025	2026	2027	2028	2029	2030 or later
Gravity main rehabilitation & renewal	\$29,630,956	\$1,653,750	\$1,736,438	\$1,823,260	\$750,000	\$787,500	\$22,880,008
WWTP grinder	\$1,250,000						\$1,250,000
Force main replacement - Downie (DCC)	\$7,868,000					\$393,400	\$7,474,600
Lift station replacement Moss and land acquisition	\$1,250,000						\$1,250,000
WWTP upgrade (DCC)	\$20,437,805	\$12,262,665	\$8,175,140				
Powerhouse Rd lift station (DCC)	\$1,737,400						

\* Project budget to extend beyond 2029 to satisfy Total Capital Cost

### 15-Year Sewer Utility Capital Plan

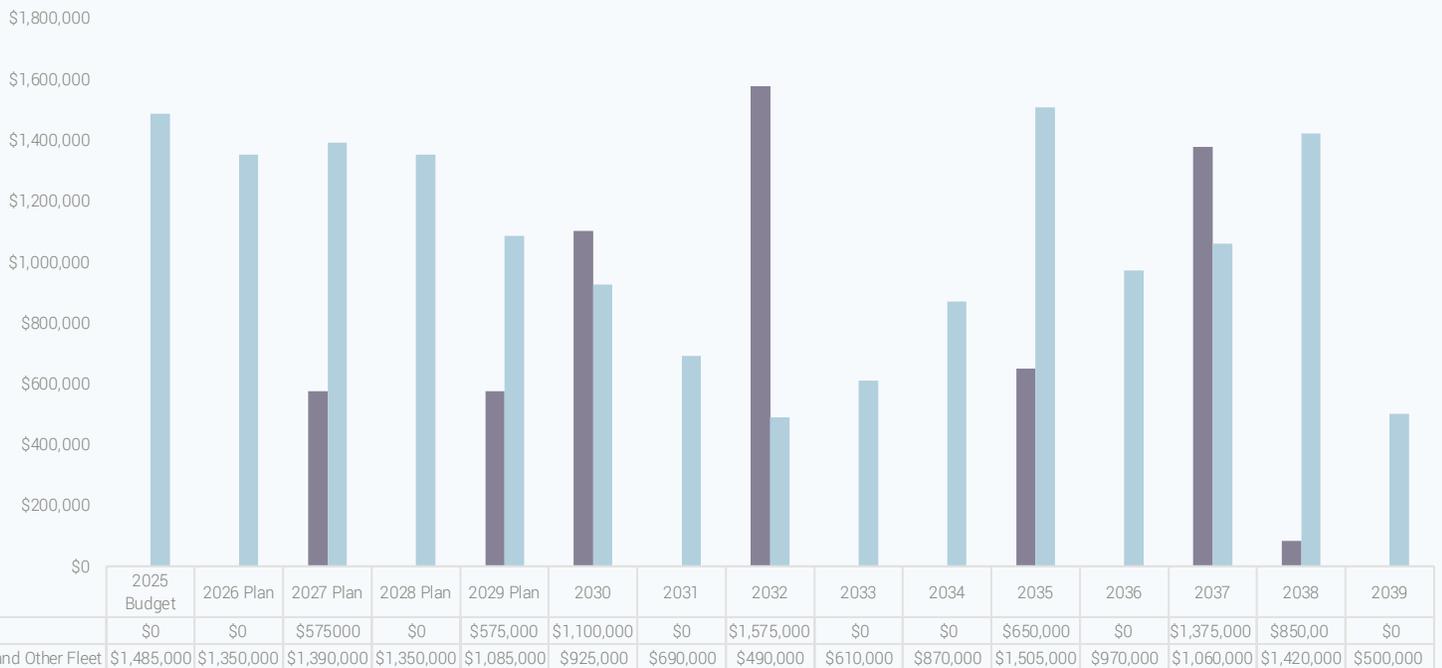


## VEHICLE & EQUIPMENT CAPITAL PLAN

The City has a long-term replacement plan for its fleet vehicles and equipment. Higher reserve levels are needed to pay for the replacements without having to borrow. To do this, the City's financial plan provides for increased charge-out rates and related transfers to the City's Vehicle and Equipment Reserve.

The City's 15-year capital plan for the replacement of vehicles and equipment is summarized in the graph below. The vehicle and equipment capital plan totals approximately \$22 million over the next 15 years (see graph below). The internal vehicle and equipment charge-out rates are being increases by 3% plus an adjustment to fire equipment internal charges over the next few years to fund future fleet replacements and operations.

### 15-Year Vehicle & Equipment Capital Plan



## OVERVIEW

The [Reserve Funds and Surpluses Policy \(F-14\)](#) outlines the City's philosophical basis and guiding principles for its various reserves and surpluses. The projected reserve transfers over the next 5 years based on the property tax and utility rate increases built into the financial plans are shown in the table below. The City's various reserve and surplus accounts and their respective projected balances over the next 5 years are also shown below. These balances are subject to change as the full picture of the City's master plans are incorporated into the financial projections.

The City's ability to minimize external debt and to provide internal funding for its capital and major projects is directly related to the health of the City's reserves. The steady build up of reserve levels will increase the City's financial stability and prosperity.

## Transfer to Reserves

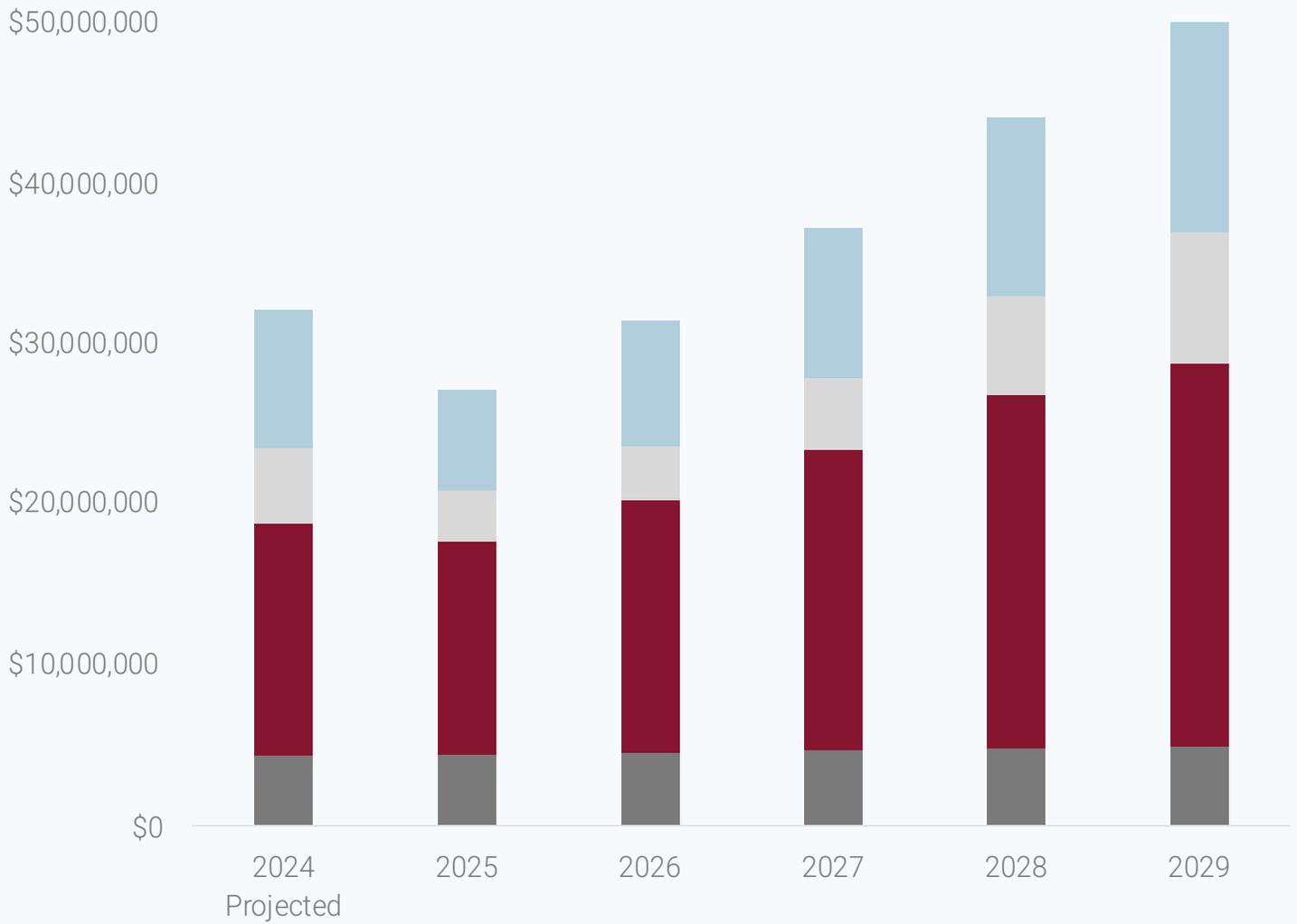
Property Tax & Utility Rate Increases with Resulting Reserve Transfers						
	Final 2024 Budget	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan
Property Tax Increases	5%	6%	3%	3%	3%	3%
Refuse Increases	4%	10%	4%	4%	4%	4%
Water Rate Increases	5%	5%	5%	5%	5%	5%
Big Eddy Water Rate Increases	5%	5%	5%	5%	5%	5%
Sewer Rate Increases	5%	5%	5%	5%	5%	5%
General Operating Fund Transfers to Reserves (includes Community Building Fund grant)	\$5,600,000	\$6,694,000	\$7,110,000	\$7,713,000	\$8,411,000	\$9,084,000
Water Operating Fund Transfers to Reserves	\$1,544,000	\$1,965,000	\$2,175,000	\$2,386,000	\$2,611,000	\$2,847,000
Big Eddy Water Operating Fund Transfers to Reserves	\$38,000	\$72,000	\$81,000	\$90,000	\$96,000	\$102,000
Sewer Operating Fund Transfers to Reserves	\$1,752,000	\$2,199,000	\$2,083,000	\$2,287,000	\$2,573,000	\$2,846,000
<b>Total Projected Reserve Transfers</b>	<b>\$8,934,000</b>	<b>\$10,930,000</b>	<b>\$11,449,000</b>	<b>\$12,476,000</b>	<b>\$13,691,000</b>	<b>\$14,879,000</b>

## 1% Increase is Equivalent to:

Property Taxes	\$161,000
Garbage Rates	\$4,800
Water Utility	\$34,000
Big Eddy Water Utility	\$2,200
Sewer Utility	\$31,000

Based on Final 2024 Budget

## Projected Reserve &amp; Surplus Balances



- Development Cost Charges (DCCs) Reserve Funds
- Utility Capital Reserves
- General Capital & Operating Reserves
- Unrestricted Operating Surpluses & Other Reserves

## OVERVIEW

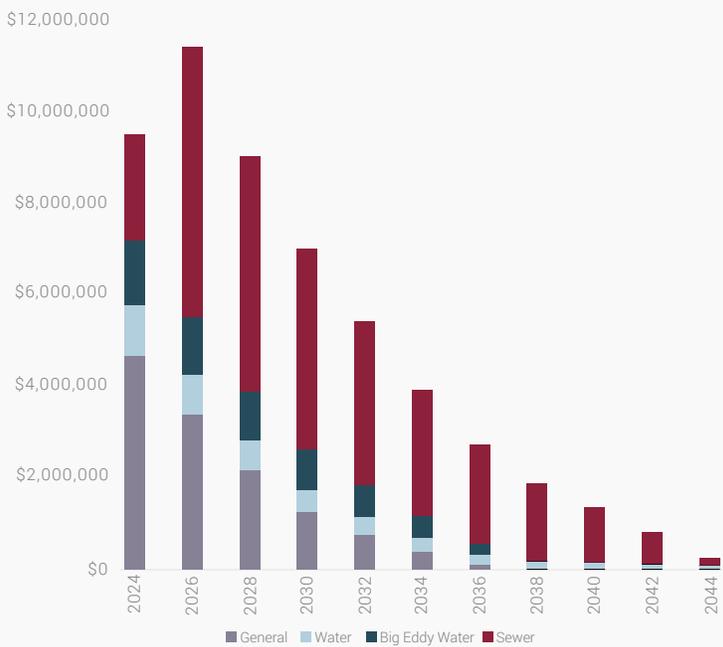
The Debt Management & Financing/Funding Policy explains the different attributes of debt and indicates a clear preference for reserve funding (pay now, buy later) versus debt financing (buy now, pay later) and internal debt versus external debt. An exception to this is local area service borrowings where the debt payments are paid for by specific area residents who benefit from a particular service or project.

The City's Financial plan includes some new external debt (in 2025) to fund the Wastewater Treatment Plant (WWTP) upgrade. The majority of this project is being funded by grants, external borrowing, and Development Cost Charges (DCCs).

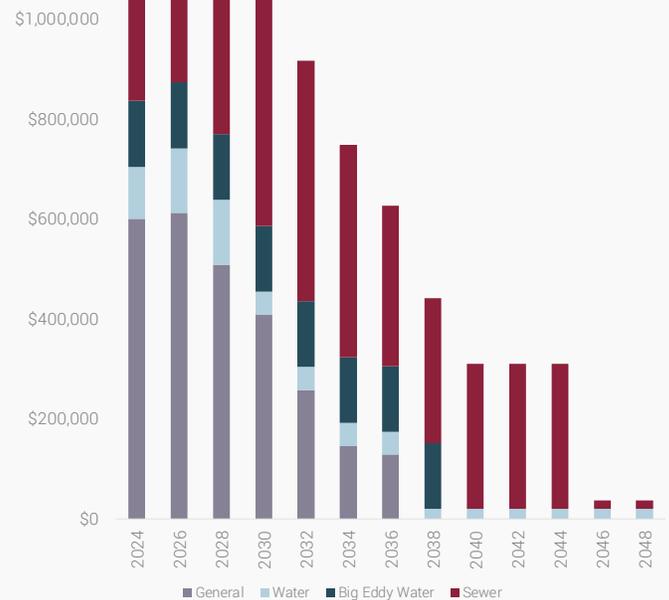
### External Long term Debt

The City has approximately \$9.6 million of existing general and utility debt outstanding at the end of 2024, with \$4.7 million, \$1.1 million, \$2.3 million and \$2.5 million outstanding in the General, Water, Big Eddy Water, and Sewer Funds, respectively (see graph below). The City's existing debt is due to be paid off by 2048 with the general debt expiring in 2037.

City of Revelstoke's Debt



Annual Debt Servicing Costs on Existing Debt (Principal & Interest Payments)



The annual debt servicing costs (principal and interest payments) on the above debt are shown below. In 2025 the annual debt payments will be \$613,000, \$130,000, \$131,000 and \$253,000 for General, Water, Big Eddy Water and Sewer debt, respectively, for a total of \$1,127,000.

A portion of the water debt arose from one (1) Local Area Service (LAS) and as a result \$21,000 of the yearly water debt payments are recovered through annual LAS parcel taxes. 100% of the Big Eddy water debt payments are recoverable from LAS parcel taxes. A portion of the sewer debt resulted from two (2) Local Area Services and two (2) development cost charge (DCC) projects and the associated debt servicing costs are proportionately recovered on an annual basis, with \$110,000 of the sewer debt payments being recovered through DCCs and \$34,000 through LAS parcel taxes.

APPENDIX A - GENERAL FUND 2025 (PART 1)

	Ongoing Operating Cost	Reduction in Other Costs / Increased Service Revenue	One-Time or Limited Duration Operating Costs	Associated One-Time Capital Cost	Notes/Comments	To be recommended for inclusion in Budget (Yes) (No)	Potential Funding Sources			Total Funding	
							Taxation Impact		Reserve Funds		Grants
							\$s	%			
<b>Council, Committees &amp; Grants-in-Aid</b>											
Council - Conferences, Travel, and Training	\$15,000				The benefits of this increase in Conferences, Training and Travel budget for Council is a more informed Council that has the opportunity to learn from and collaborate with other elected officials. The Council elected for the 2022-2026 term have expressed an interest in attending more Conferences and Training to better understand local government and to provide guidance in meeting each of the four Strategic Priority Areas as determined during the 2024 Strategic Priority Workshop hosted by Light Trail. <b>Motion Provided from Oct 9 Committee</b>	R	\$15,000	0.09%	\$0	\$15,000	
<b>Corporate Services</b>											
CAO/CS - Conferences, Travel, and Training	\$10,000				The benefits of this increase in Conferences, Training and Travel budget for Corporate Services supports being an Employer of Choice, and improves departmental function (as less research and more knowledge will occur).	R	\$10,000	0.06%	\$0	\$10,000	
Capital Project - Website upgrade	\$12,557			\$30,000	The redesign would improve the Revelstoke community's experience of all its services by making service information easier to find, and the website easier to use. It would also benefit the City staff in terms of ease of navigating their employer's information and reducing the amount of foot/email traffic (as information is easier for the public to find independently).	R	\$12,557	0.08%	\$30,000	\$42,557	
<b>Finance</b>											
Accounting Technician (1.0 FTE)	\$112,527			\$2,000	The finance department requires more capacity to complete or assist with several key projects to meet Council's objectives. The City's current financial software has announced end of life in 2028, requiring the finance department to implement a software. The budget has grown significantly in the last 5-10 years, with many of the funding sources being external which require more reporting.	R	\$112,527	0.70%	\$2,000	\$114,527	
<b>Development Services, Building, &amp; Bylaw</b>											
Planning Technician (1.0 FTE)	\$100,786	(\$40,000)		\$2,000	This request is to allow for 4.0 FTE planning staff to manage the increased workload in the department, increasing complexity of files, and to support managing legislative changes introduced by the Province through 2023 and 2024. Further, Council has given direction for new bylaws to be established, that will create more processes for Development Services to manage.	R	\$60,786	0.38%	\$2,000	\$62,786	
Capital Project - Bylaw and permitting software implementation annual licensing	\$31,000	(\$9,000)		\$20,500	Implementation of a CRM software that services all functions within the Development Services Department will improve customer service levels in numerous aspect, applicants will be able to submit applications online and view in real-time where their permit or licence is in the review/ approval process. By customizing submission controls, this will ensure applicants are informed of the requirements to submit a complete application, and in turn reducing the need to continually request updates or additional information from applicants. Implementation of this software will assist staff in reducing processing times by ensuring all application types are complete at time of submission and providing the public with access to all license and permit submissions through a single online portal, creating a virtual one-stop shop for the community.	R	\$22,000	0.14%	\$20,500	\$42,500	
<b>Information Technology &amp; GIS</b>											
General GIS Summer Student (0.30 FTE)	\$22,147			\$2,750	The stewardship of the City's spatial data (GIS) is critical to providing council with good advice, and in turn council making good decisions. The City's present GIS data collection procedures have not been handled systematically in many years, and as a result much of the data has a trophied and is unusable. These summer students will continue to complete the collection of accurate GPS coordinates for various points around the community.	N - Hire one utility GIS student	\$22,147	0.14%	\$2,750	\$24,897	

							Potential Funding Sources			
							Taxation Impact	Reserve Funds	Grants	Total Funding
Ongoing Operating Cost	Reduction in Other Costs / Increased Service Revenue	One-Time or Limited Duration Operating Costs	Associated One-Time Capital Cost	Notes/Comments	To be recommended for inclusion in Budget (Yes) (No)	\$s	%	\$s	\$s	\$s
<b>Fire &amp; Emergency Services</b>										
Flex Firefighter (1.0 FTE)				The significant increase in volunteer firefighter turnover has resulted in a concerning decline in seniority and experience among our volunteer contingent. This situation frequently leads to inadequate emergency response staffing and a lack of qualified apparatus operators, raising potential operational, safety, and liability concerns. Adding full-time firefighters aligns with our department's and council's goals of ensuring public safety, operational efficiency, and community trust.	R	\$125,580	0.78%	\$0		\$125,580
<b>RCMP</b>										
Court Liaison Officer increased to 37.50 hourly week (0.07 FTE)	\$6,593			The additional 2.5 hours added to the Court Liaison Officer (CLO) work week will align with the "Employer of Choice" and "Workplace Moral" initiatives. The additional hours will ensure that all admin staff work the same hour range during the work week providing proper coverage throughout the day to serve the public and work on substantive tasks. Adequate schedule coverage is anticipated to reduce stress on the admin staff who are often reluctant to take leave or call in sick leaving the detachment short staffed.	R	\$6,593	0.04%	\$0		\$6,593
Part-time clerk (0.57 FTE)	\$49,824		\$2,000	The addition of a part time position at the Detachment to compliment the current 2.5 municipal positions will align with the "Employer of Choice" and "Workplace Moral" initiatives. The additional position will provide balance to the current compressed work week schedule and facilitate a more flexible schedule to allow for leave and training. The position will further provide coverage for unplanned sick leave. Adequate schedule coverage is anticipated to reduce stress on the admin staff who are often reluctant to take leave or call in sick leaving the detachment short staffed.	R	\$49,824	0.31%	\$2,000		\$51,824
<b>Parks, Recreation &amp; Culture</b>										
Annual Winter Carnival				If Council would like to see the winter carnival continue some funds should be budgeted to assist with putting on the event.	N - Fund with external funding	\$10,000	0.06%	\$0		\$10,000
Arena Service Level Increase - July 1 1th Start Up - 2 Shifts	\$34,000			Two staffing shifts will allow a similar service level as fall and winter months allowing numerous users programming time.	Council discretion	\$21,360	0.13%	\$0		\$21,360
Arena Service Level Increase - July 1 1th Start Up - 1 Shift	\$22,164			One staffing shift will allow reduced service levels but introducing the ice to the community at an earlier date. Limited programming time would be available for various user groups.	Council discretion	\$12,024	0.07%	\$0		\$12,024
Increased Service Levels - Peak	\$23,500			Open Sundays, three stat holidays, and until 9pm for 22 weeks a year.	R	\$23,500	0.15%	\$0		\$23,500
Increased Service Levels - Year Round	\$82,500			Open Sundays, stat holidays, and until 9pm for the entire year except fall closure.	N - Start with peak season increased service hours first	\$82,500	0.51%	\$0		\$82,500
<b>Totals</b>	<b>\$658,178</b>	<b>(\$71,780)</b>	<b>\$0</b>			<b>\$586,398</b>	<b>3.64%</b>	<b>\$59,250</b>	<b>\$0</b>	<b>\$645,648</b>

Recommended \$438,367 2.72%

							Potential Funding Sources				
							User Rate Impact	Reserve Funds	Grants	Total Funding	
							\$s	\$s	\$s	\$s	
							%	\$s	\$s	\$s	
							To be recommended for inclusion in Budget (Yes) (No)				
							Notes/Comments				
Ongoing Operating Cost	Reduction in Other Costs/Increased Service Revenue	One-Time or Limited Duration Operating Costs	Associated One-Time Capital Cost								
<b>Sewer Operating</b>											
Utility GIS summer student (0.30 FTE)			\$1,238	The stewardship of the City's spatial data (GIS) is critical to providing council with good advice, and in turn council making good decisions. The City's present GIS data collection procedures have not been handled systematically in many years, and as a result much of the data has atrophied and is unusable. These summer students will continue to complete the collection of accurate GPS coordinates for various points around the community.			\$9,966	\$1,238		\$11,204	
Capital Project - SCADA Network Upgrades				The SCADA network is critical to the safe and efficient operation of the City's water and sewer infrastructure. The present SCADA communications network has been upgraded at various sites, but is in a state of transition from its legacy VHF communications, which has no security or redundancy built in. If this project is deferred the SCADA system runs the risk of a prolonged outage, followed by an expensive out-of-budget expenditure to upgrade the communications in the event of an outage.			\$3,750			\$3,750	
<b>Totals</b>						<b>\$13,716</b>	<b>\$1,238</b>	<b>\$0</b>		<b>\$14,954</b>	
<b>Big Eddy Water Operating</b>											
Utility GIS summer student (0.30 FTE)			\$275	The stewardship of the City's spatial data (GIS) is critical to providing council with good advice, and in turn council making good decisions. The City's present GIS data collection procedures have not been handled systematically in many years, and as a result much of the data has atrophied and is unusable. These summer students will continue to complete the collection of accurate GPS coordinates for various points around the community.			\$2,215	\$275		\$2,490	
<b>Totals</b>						<b>\$2,215</b>	<b>\$275</b>	<b>\$0</b>		<b>\$2,490</b>	













## COMPARATIVE BENCHMARKS

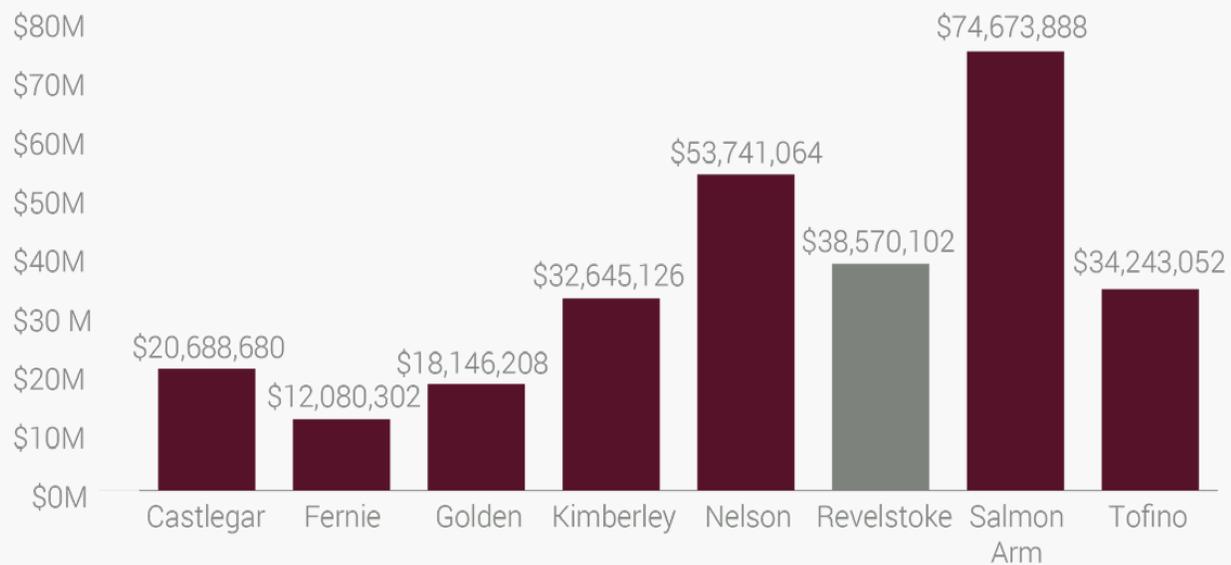
The comparisons or benchmarks presented here are for discussion purposes during budget deliberations. When viewing the data, it is important to remember that each community is unique in terms of its assessment base, its geography, its budgetary demands, etc. In other words, no two (2) communities are exactly alike. When looking at comparisons from general context certain trends begin to emerge which are worthy of thought and discussion.

The following communities have been chosen as comparators to Revelstoke:

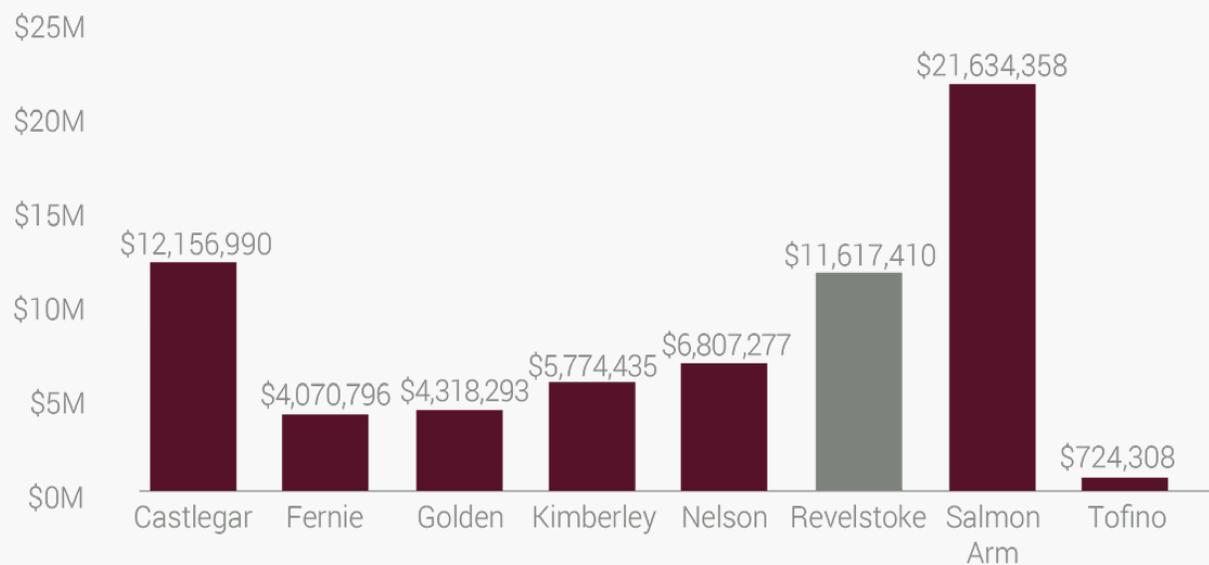
Castlegar · Fernie · Golden · Kimberley · Nelson · Salmon Arm · Tofino

This statistical data is published by the Ministry of Community, Sport and Cultural Development (Ministry) annually and is referred to as “Local Government Statistics”. The value of a representative house in Revelstoke for 2024 was \$839,000.

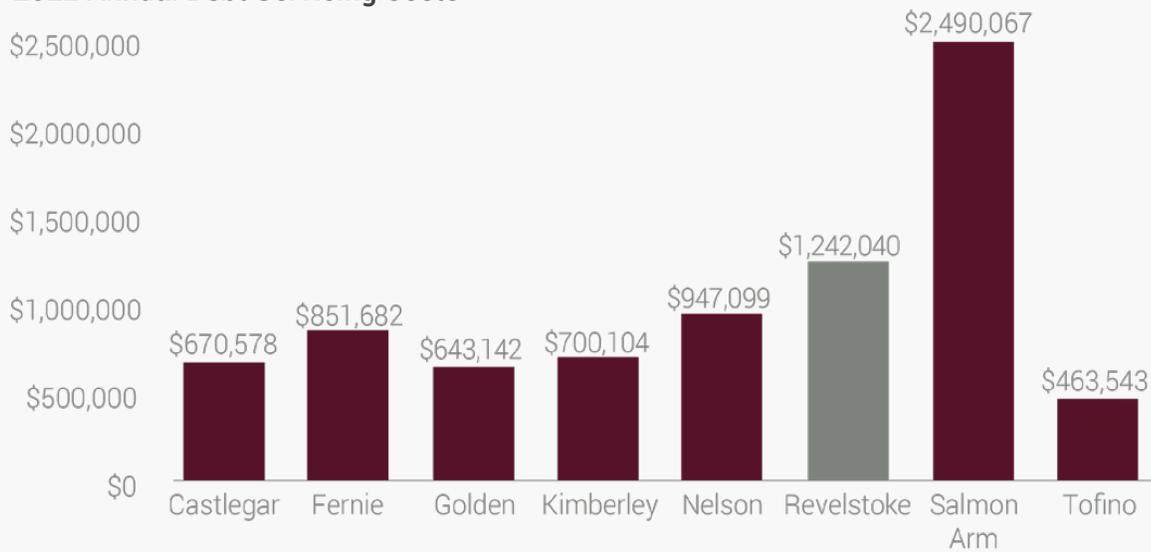
### 2022 Cash & Investments On-Hand



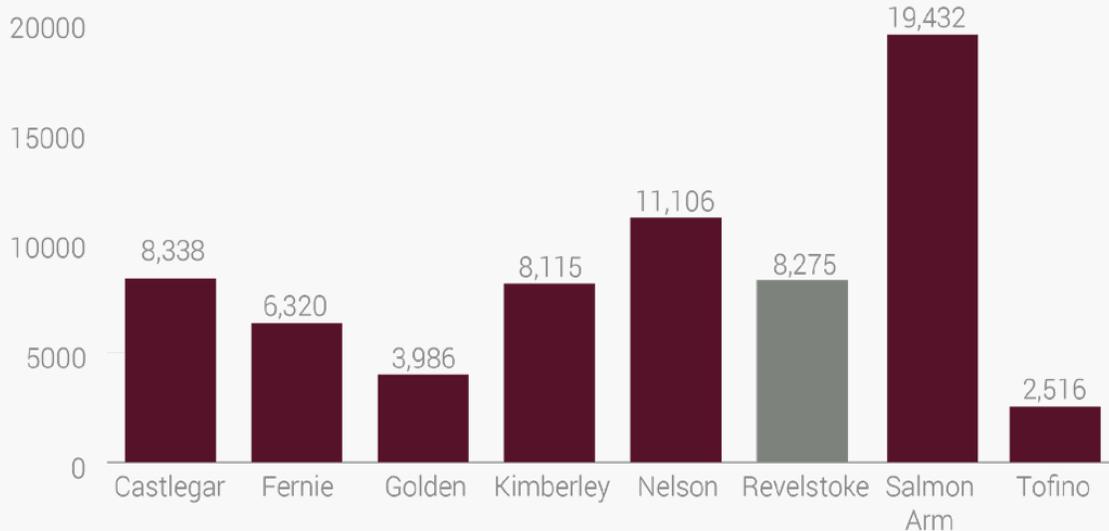
### 2022 Total Debt Outstanding



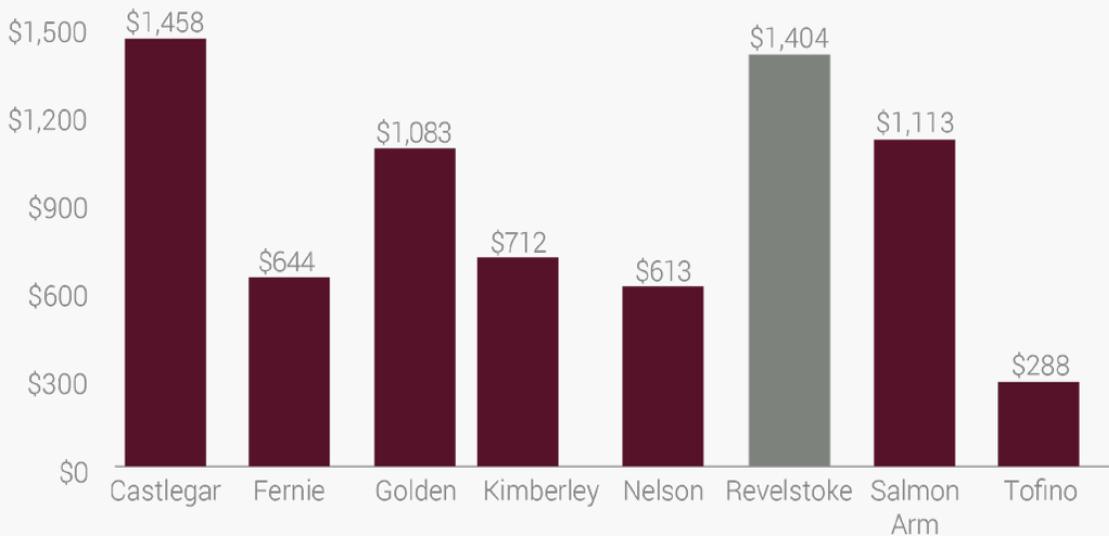
**2022 Annual Debt Servicing Costs**



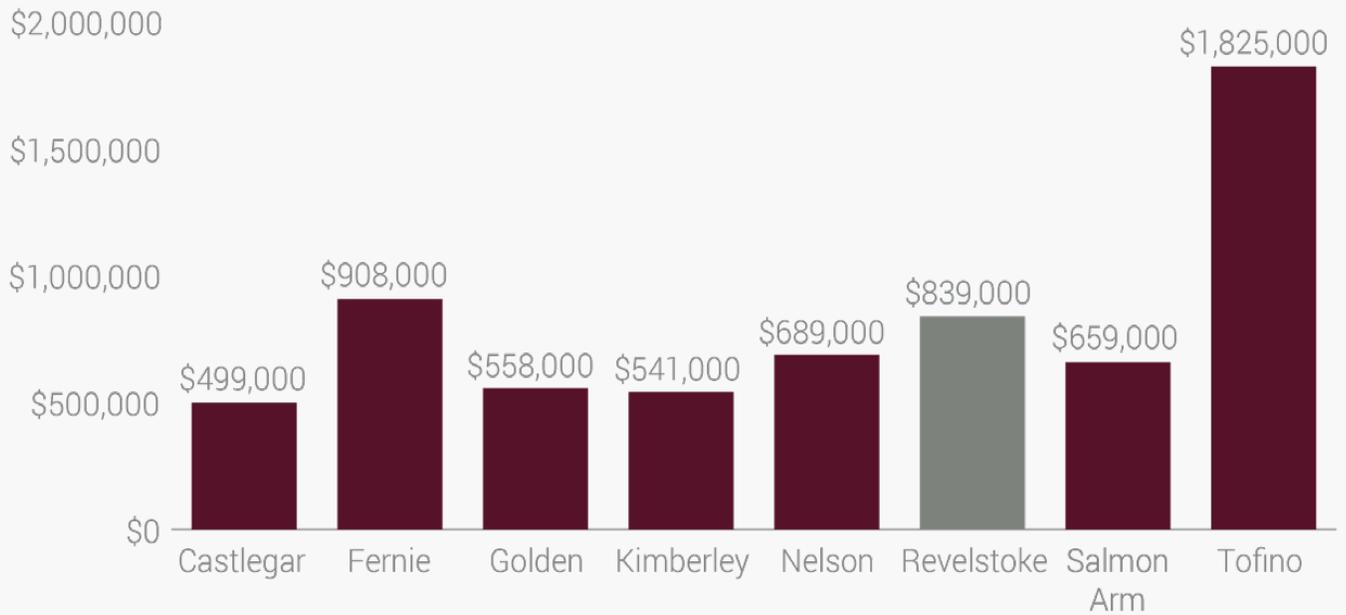
**2022 Population**



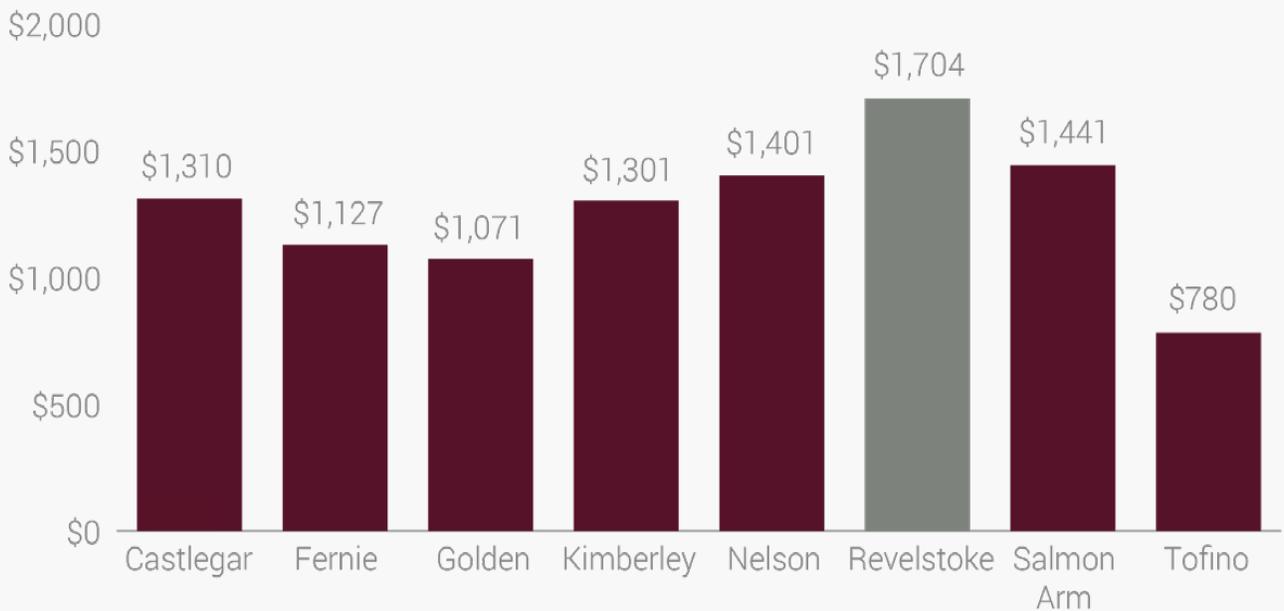
**Per Capita Debt Outstanding**



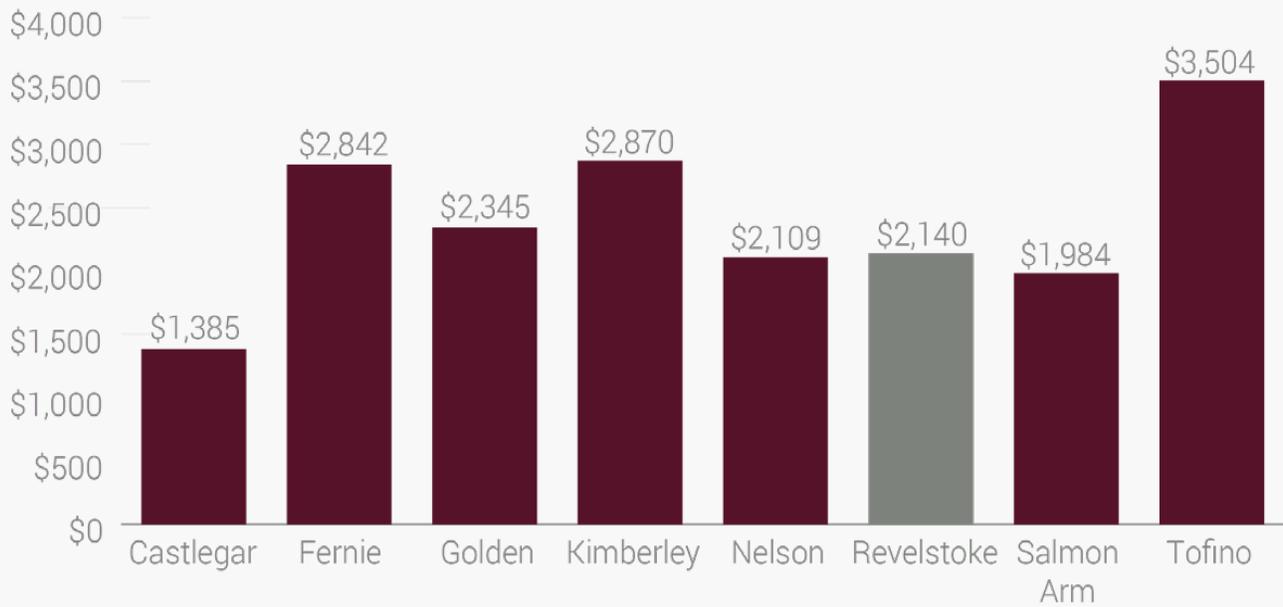
**Value of a Representative House**



**2024 User Fees & Parcel Taxes (on representative house)**



**2024 Municipal Taxes Only (on representative house)**



**2024 Total Taxes & Charges (all taxing authorities - on representative house)**

